

FOCUS **EDUCATION**

Asnuntuck Community College student Ezra Bloom works with Advanced Manufacturing Technology Center instructor Tam Nguyen. Bloom is taking advantage of the college's new promotion, which allows Bay State students to pay in-state Connecticut tuition rates.

Cross-Border Recruitment

CT colleges fill empty seats by luring out-of-state students with tuition breaks

By Patricia Daddona

pdaddona@HartfordBusiness.com

Westfield, Mass., resident Ezra Bloom is taking a one-year advanced manufacturing certificate program at Asnuntuck Community College this year, and counting on it to land him an in-demand job.

A deciding factor in choosing Enfield-based Asnuntuck over schools in his home state, besides the academics itself, is the tuition break the 31-year-old is getting — an in-state rate of \$2,500 per semester instead of an out-of-state rate of \$3,500, including both tuition and fees.

Across the border in Massachusetts, Springfield Technical Community College

charges about \$4,000 a semester for a comparable two-year program. Asnuntuck's in-state tuition "is significantly cheaper, so it's certainly beneficial for me," Bloom said.

Asnuntuck is one of two Connecticut colleges dangling in-state tuition to out-of-state

Continued on page 8



Talent Shortage

Hiring and retaining doctors has been a hurdle for smaller hospitals for years, but executives say the challenge has intensified as industry consolidation creates larger systems with more resources. **PG. 3**



Hungry Market

From next to no downtown food markets just a decade ago, Hartford's central business district is now up to at least five — and counting. **PG. 14**

2016 Best Of Business Awards

SPECIAL SECTION: PAGES 19-34 >



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This year we turned to our readers to find the top companies in more than 75 B2B service categories. Looking for a legal team? An electrician? An interior decorator for your office? The readers have spoken and their picks are highlighted inside. Turn to **page 19** to find out who won!

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Doc recruiting challenges leave small CT hospitals seeking help

By Matt Pilon

mpilon@HartfordBusiness.com

In recent years, Sharon Hospital has been forced to shutter its sleep center and Yale-affiliated cancer center after failed efforts to find suitable replacements for physician managers who relocated or retired.

That's drained the 78-bed hospital's revenues, leading to financial troubles that spurred its parent company, Tennessee-based RCCH Healthcare Partners, to agree in September to sell Sharon Hospital to New York-based Health Quest, a nonprofit operator that owns three hospitals in the Mid-Hudson Valley.

The small provider in the state's rural northwest corner is far from alone when it comes to doctor-recruitment troubles. While smaller Connecticut hospitals offer a lifestyle that's appealing to some doctors, they typically have lower patient volumes, fewer resources and less exposure to doctors in training than teaching hospitals—all drawbacks in recruiting talent. Even being on call fewer nights of the week, often a benefit of a larger system, can be a deciding factor for some.

Hiring and retaining doctors has been a hurdle for smaller hospitals for years, but executives say the challenge has intensified as industry consolidation creates larger systems with more resources.

"Right now this is definitely a doctor's market," said Dr. Ian Tucker, vice president of medical affairs at Johnson Memorial Hospital, which joined the Trinity Health-New England system early this year following nearly a decade of financial struggles. "We have fewer and fewer doctors to fill a greater and greater need."

There are also fewer independent hospitals in Connecticut as Hartford HealthCare, Yale New Haven Health and the recently formed Trinity system gobble up hospitals and other facilities.

In the northeast corner of Connecticut, the 104-bed Day Kimball Hospital has long struggled with recruiting and retention, according to Chief Medical Officer Dr. John Graham.

When Day Kimball launched a physician group in 2008 to ward off an encroachment by ProHealth Physicians, there was hope that recruitment would improve and bring in added revenue.

"Unfortunately that has not come to fruition," Graham said. "We've had some recruitment, but I'd say we're slowly slipping behind



Johnson Memorial Hospital President Stuart Rosenberg and Dr. Ian Tucker, VP of medical affairs, say hiring and retaining doctors is tough but they expect their recent entry into the Trinity Health system to improve matters.

Declining Patient Volume

In its merger application to the state Office of Health Care Access, Sharon Hospital said an inability to recruit doctors has led to declining patient visits. This chart shows some of that impact in recent years.

Service	FY 2013	FY 2014	FY 2015	FY 2016
Inpatient Discharges	2,878	2,616	2,466	2,411
Outpatient Visits	92,898	92,902	90,592	90,590
Total	95,776	95,518	93,058	93,001

SOURCE: OFFICE OF HEALTH CARE ACCESS

and we need to retain physicians."

In the past few months, the hospital has taken a new tack, signing a contract with a recruiting firm to help it find doctors.

"Our strategy has to be more aggressive," Graham said. "That costs money."

Day Kimball's biggest competitor for doctors is Backus Hospital, 35 miles to the south in Norwich, but they lose even more of their physicians to retirement. The aging workforce is a national trend and nearly one-third of Connecticut doctors were 60 or older in 2014, according to the Association of American Medical Colleges.

Day Kimball and Hartford HealthCare were in affiliation talks but those ended in late 2015, and Graham said there are no

current discussions happening with any potential acquirer.

Large-system edge

Joining a larger system often means smaller hospitals get help with recruiting and potentially become more attractive as an employer.

For example, Charlotte Hungerford Hospital in Torrington, which last month filed for approval to affiliate with Hartford HealthCare, is set to receive \$3 million for recruiting and training programs.

Charlotte Hungerford has found it increasingly difficult to hire and keep primary-care doctors and specialists alike, it wrote in its filing submitted to the Office of Health Care Access.

Brian Mattiello, vice president of

organizational development at Charlotte Hungerford, said compensation, unsurprisingly, remains an important factor for hiring doctors.

"It's hard in a market like ours to be paying top dollar," he said. "It's definitely a struggle to match some of the more capitalized health systems."

Matt Katz, CEO of the Connecticut State Medical Society, agrees that better capitalized providers have an edge in recruiting and retention, but even larger entities in the state encounter struggles.

He sees Connecticut's cost of living, certificate-of-need standards, malpractice insurance costs, and Medicaid reimbursement levels as negatives for attracting needed doctors to come to, or stay, in the state.

"We have huge issues," Katz said. "If I'm a specialist coming into Connecticut, there are a number of issues causing me to say 'no.'"

He also wants Connecticut to implement a loan-forgiveness program for medical-school graduates to incentivize them to stay here.

Financial impact

Recruitment challenges can have a direct impact on a hospital's bottom line.

In its merger application, for example, Sharon Hospital said that "consistent difficulties recruiting physicians" and numerous physician retirements, relocations and practice divestitures have resulted in declining patient volume.

The hospital saw a 16 percent decrease in inpatient discharges between fiscals 2013 and 2016, and a 22 percent decline in inpatient surgical cases since fiscal 2014.

During that time, the hospital was forced to shutter its sleep center after its medical director relocated out of state, and close its oncology service for similar circumstances—all tied to its inability to recruit and retain physicians to the rural part of the state.

Sharon, which until recently was Connecticut's sole for-profit hospital, is part of a larger system, but is isolated from its sister hospitals, the closest of which is in Ohio.

Sharon is now seeking to be acquired by Health Quest, which has a nearby presence over the border in New York.

The hospital would revert back to non-profit status, which could be the first example of a reverse conversion in New England.

Continued

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Doc Recruiting

Sharon CEO Peter Cordeau said the hospital's struggles to recruit specialists have nothing to do with being a for-profit hospital. "The problem is health care has changed," Cordeau said. "I need synergies."

One benefit of being a for-profit since 2002 is that Sharon isn't saddled with the long-term debt and liabilities cited by many nonprofit hospitals as reasons they need to be acquired by larger entities with more access to capital.

"Our challenge now from a viability standpoint is access to services so we can grow," Cordeau said.

Changing dynamics

Charlotte Hungerford's Mattiello said he's seen recruiting dynamics change over the past six years. Physicians seem more willing to be mobile, even if that means leaving for another state.

"I think there was a time where people laid

down roots for their practices," Mattiello said.

Work-life balance has also become more important for doctors. Some want the flexibility to practice primary care several days a week and focus on another specialty on other days, which is more common at larger systems, Mattiello said.

Weekend staffing requirements at his hospital are more frequent than at some larger systems, which might require just one weekend every few months.

Technology has been another challenge. Some new doctors train on modern technology like robotic surgery machines, such as the da Vinci System — something Charlotte Hungerford can't justify purchasing because it won't draw enough patients for the service.

Despite the challenges, Mattiello isn't completely down on Charlotte Hungerford's prospects.

"We are still a very attractive setting for many reasons and we're still finding fits," he said.

The hospital hopes the situation will only improve, should it become part of Hartford HealthCare.

Meanwhile, at Johnson Memorial, President Stuart Rosenberg said the hospital's recent membership in a larger system is a bright spot for future hiring.

Now, Johnson can sell itself in a new way. Job candidates will hear about how they will be able to collaborate with similar specialists within Trinity Health-New England — anchored by St. Francis Hospital and Medical Center in Hartford — as well as Michigan-based Trinity Health's broader network of approximately 90 hospitals in six other states.

"The retention factor is going to improve as we become part of the regional system," Rosenberg said. ■



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Hartford Healthcare Fed. Credit Union plans CT expansion

Hartford Healthcare Federal Credit Union (HHFCU), which has three Greater Hartford branches with \$36 million in assets, is looking to grow its statewide footprint after receiving permission from federal regulators to pursue members from across Connecticut.

HHFCU recently received permission from the National Credit Union Administration to expand its geographic charter to include the entire state of Connecticut.

As a health-care specific credit union, HHFCU's membership is still limited to employees (and their families) working in the healthcare industry, but the charter expansion will allow it to operate beyond its current Hartford, New Haven and Middlesex counties territory.

HHFCU President and CEO Carol Bayreuther said "physical expansion of the credit union throughout Connecticut is also under consideration through traditional and network type mergers."

The nonprofit cooperative's strategic plan includes opening three to five new branches in the next three years.

"I am truly excited about the opportunities this opens up not only for healthcare workers across the state, but also for the continued growth of the credit union itself," Bayreuther said.

The HHFCU board of directors officially adopted the charter change in November.

The geographic expansion also allows the credit union to build upon existing relationships that it has with healthcare companies that have employees throughout Connecticut,



Carol Bayreuther, President and CEO, Hartford Healthcare Federal Credit Union (HHFCU)

BY THE NUMBERS:

11,361

HHFCU's membership count as of September.

\$249,246

HHFCU's margin surplus through the first three quarters of 2016.

3

The current number of branches HHFCU operates.

said Eric C. Berthel, HHFCU's vice president of strategic outreach.

"Because of our prior geographic restrictions, employees of a statewide healthcare company who were not in a county we were allowed to serve were not able to do business with us. That has all changed now and we look forward to introducing those employees to the benefits of our credit union," said Berthel.

HHFCU had 11,361 members at the end of September, NCUA data shows.

Connecticut previously had more than 20 healthcare specific credit unions; as of 2016 that number is down to only 10.

HHFCU was established in June 1955 as Hartford Hospital Employees Credit Union.

During the first three quarters of 2016, the nonprofit cooperative recorded a margin surplus of \$249,246, compared to a surplus of \$179,696 in the year-ago period, according to NCUA data.

— Greg Bordonaro

Hartford HealthCare eyes \$16.7M surgery-center stake

Hartford HealthCare is seeking to expand its eastern Connecticut offerings through a \$16.7 million equity stake in a Waterford ophthalmology center, according to state records.

The growing health system — which could soon encompass six acute-care hospitals — has asked state regulators permission for 233-bed Backus Hospital to acquire a controlling 51 percent stake in Constitution Surgery Center East LLC.

The total capital cost listed in Hartford HealthCare's certificate of need application is \$16.7 million. Constitution, an outpatient facility that provides ophthalmology and orthopedic services, is majority-owned by a group of 21 physicians, who all have privileges at Backus or other area hospitals.

Constitution said the deal would create

Constitution Surgery Center East Procedure Volume

	FY 2013	FY 2014	FY 2015	FY 2016
Ophthalmology	4,067	3,823	3,913	4,016
Orthopedic surgery	1,712	1,780	1,919	1,894
Total visits/discharges	5,779	5,603	5,832	5,910

SOURCE: STATE OFFICE OF HEALTH CARE ACCESS

economies of scale in purchasing, managerial and administrative functions; help with physician recruitment; improve access to capital; and provide its physicians with more opportunities to collaborate and access new technologies through Hartford HealthCare, which performs over 11,000 ophthalmic procedures a year at its Hartford Hospital Eye Surgery Center.

Hartford HealthCare's board of directors directed Backus in July to proceed with the acquisition.

— Matt Pilon

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BY THE NUMBERS

\$7.1M

The amount of unpaid worker wages recovered by the Connecticut Department of Labor during the fiscal year that ended June 30 — an increase of approximately \$1 million from the previous year.

200

The number of acres encompassing Hartford's Brainard Airport, which will likely be shielded from redevelopment after lawmakers said it would be too costly.

2.5%

The annual wage increases secured by 2,600 Pratt & Whitney employees for the next 5 1/2 years, thanks to a newly negotiated labor pact.

\$29,313

The median household income in Hartford, which is 42 percent of the state average, according to the CT Mirror.

TOP 5 MOST READ

on HartfordBusiness.com

- CT's new 'OpenPayroll' web tool provides more salary data
- 13 CT firms among top rated for LGBTQ workplace practices
- EPI, CT union slam Yankee Institute report on state worker pay
- 5 Mansfield apts. sell for \$20.25M
- Lovell leaving as Mark Twain House executive director

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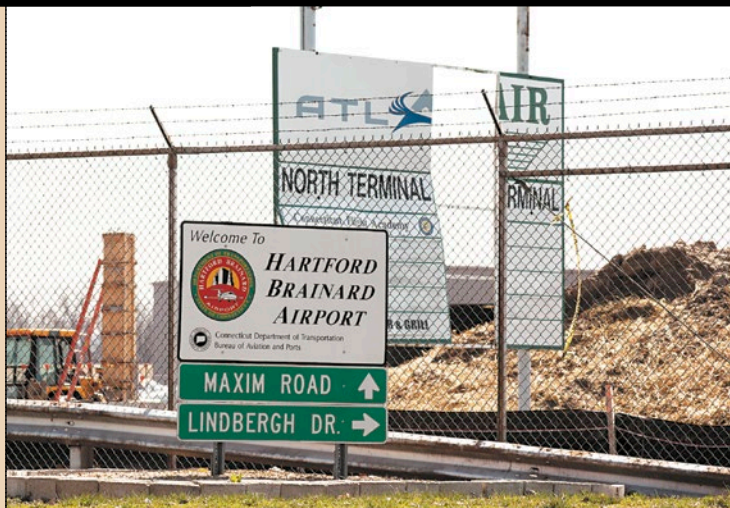


PHOTO: PABLO ROBLES

Brainard Airport in Hartford recently secured a new charter service.

TOP STORY

Study: Redeveloping Brainard Airport too costly

A legislative committee has recommended that Hartford-Brainard Airport remain open in its current use.

Though Hartford officials have said the 200-acre airport, which fronts the Connecticut River and has 111 employees on site, could be redeveloped to generate more property taxes for the city, the Legislative Program Review and Investigations Committee (PRI) said last week that there's no clear path forward for closing the airport anytime soon.

PRI said in its final report that closure "would be extremely difficult and likely costly," and would require an unlikely federal approval or waiting until 2035, when federal grant obligations expire.

Closure and subsequent remediation and construction — perhaps of a warehousing facility — would also require "significant public funds," according to the report, and could take as long as several decades.

While it doesn't support closure, PRI called for higher payment-in-lieu-of-taxes (PILOT) for the state's general aviation airports. Hartford received a \$479,000 PILOT payment from the state for Brainard in fiscal year 2015. That was \$734,000 less than the city would have received if the land alone was on the tax rolls, PRI said.

ECONOMY & LABOR

Project reset looms for 101-111 Pearl sites

A pair of vacant downtown office buildings appear a step closer to being redeveloped into apartments.

New York developer Jeff Ravetz confirmed last week that his group is eyeing buildings at 101 and 111 Pearl St. into 255 or so living units. Most, he said, will likely be smaller sized units, to cater to young professionals or older, "empty-nesters" eager to downsize to cozier quarters.

Ravetz and the Capital Region Development Authority previously teamed in redevelopment of the former Sonesta/Clarion Hotel, at 5 Constitution Plaza downtown, into The Spectra Boutique Apartments. The 190-unit Spectra is fully leased, and is preparing to open a café in some of its retail space, Ravetz said.

Hartford developer Martin Kenny is part of an investment group that currently has title to both Pearl Street properties. Kenny said last week that both buildings are under contract for sale, but no closing is imminent.

13 CT firms top rated for LGBTQ workplace practices

Thirteen of the 24 Connecticut companies assessed by the Human Rights Campaign Foundation's 2017 Corporate Equality Index for favorable LGBTQ workplace practices received a perfect score.

HRC's index is a national benchmarking tool that evaluates corporate policies and practices related to workplace equality for the lesbian, gay, bisexual, transgender and queer (LGBTQ) community. Recognized companies earn the distinctive label of "Best Places to Work for LGBT Equality."

The firms are evaluated on non-discrimination policies, employment benefits, demonstrated organizational competency and accountability around LGBT diversity and inclusion, public commitment to LGBT equality and responsible citizenship.

Those 13 Connecticut companies include: Aetna Inc., The Hartford Financial Services Group Inc., and Day Pitney LLP in Hartford; Cigna Corp. in Bloomfield; United Technologies Corp. in Farmington; Boehringer Ingelheim USA Corp. in Ridgefield; Praxair Inc. in Danbury; FactSet Research Systems Inc., Diageo North America and Xerox Corp. in Norwalk; and Synchrony Financial, Charter Communications and Starwood Hotels & Resorts Worldwide in Stamford.

State recovers \$7.1M in unpaid worker wages

The Connecticut Department of Labor recovered more than \$7.1 million in unpaid wages for workers in the state during the fiscal year that ended June 30 — an increase of approximately \$1 million from the previous year.

A total of \$7,147,775 was returned to workers, which includes nearly \$1.79

million recovered by wage enforcement staff responding to complaints that owed wages had not been paid, said CTDOL Commissioner Scott D. Jackson.

Approximately \$1.14 million was provided to employees that did not receive the required minimum wage or overtime, and more than \$2.57 million was recovered for employees when it was determined workers were paid incorrect amounts while working at public contract construction sites.

LEGAL

City to appeal judge's \$4.3M eminent-domain ruling

The city of Hartford expects to appeal a judge's ruling that it underpaid a developer for a parcel of land it seized through eminent domain situated near Dunkin' Donuts Park, Mayor Luke Bronin said last week.

The city owes the land's former developer about \$3 million, according to a ruling in a Hartford Superior Court case involving the city's use of eminent domain to acquire the property, which helped make way for the minor league baseball stadium.

"Look, it's obviously frustrating that we may be on the hook once again for actions taken by the prior administration," Bronin said in an email. "That said, we believe that we have grounds for appeal and we expect to appeal."

In her Dec. 5 decision, Judge Constance Epstein ruled that the property had a fair market value of just over \$4.8 million when the city acquired it for only \$1.98 million from CBV Parking Hartford LLC.

By using eminent domain for acquisition of the property without acknowledging potential development of the Dunkin' Donuts Park, the city in its appraisals inappropriately devalued the property, Epstein said.

HEALTH CARE

MidState, doc group propose Wallingford outpatient surgery center

MidState Medical Center in Meriden and a group of nine gastroenterologists who are members of the hospital's medical staff have applied to the state to open a new outpatient surgery facility in Wallingford for gastroenterological services that include colonoscopies and endoscopies.

The proposed Wallingford Endoscopy Center LLC — a joint venture of the hospital, which will own 51 percent, and MidState Endoscopy Center Holdings LLC, a new company that will be owned by the nine physicians with a collective 49 percent stake — is slated to go inside the Wallingford Family Health Center at 863 N. Main St.

The estimated cost to build out the space for the center is about \$2.8 million.

MANUFACTURING

Pratt workers' new union contract takes effect

About 2,600 employees returned to work at Pratt & Whitney last week under a revamped union contract that provides annual 2.5 percent wage increases over the next 5 1/2 years and pension changes.

Members of Locals 700 and 1746, District 26 of the International Association of Machinists and Aerospace Workers (IAM) last week ratified the agreement, which is in effect through May 5, 2022.

The East Hartford-based aerospace company, a division of Farmington-based United Technologies Corp., is providing "enhanced" pension benefits for current employees, while new employees will be eligible for a defined contribution retirement benefit, said Pratt Spokesman Ray Hernandez. He did not elaborate on the enhancements. A union representative could not be immediately reached for comment.

Employees will continue transitioning to medical plans with health savings accounts over the life of the contract, Hernandez said.

GOVERNMENT, POLITICS & LAW

CT's new 'OpenPayroll' web tool provides more salary data

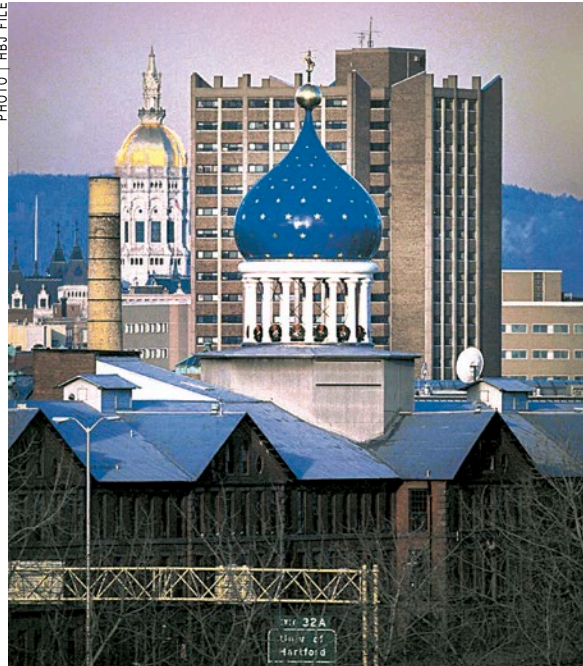
Comptroller Kevin Lembo last week expanded data offerings on the "Open-Connecticut" online portal that provides the public with real-time access to state financial information.

The "OpenPayroll" portion of the OpenConnecticut website will provide up-to-date compensation data biweekly for every state employee, including salaries and overtime pay, instead of updating that information only once annually as had been done in the past, Lembo said.

The updated data will reflect the typical state employee pay cycle and provide the most current payroll data available. It will also allow more comprehensive search options to dig deeper into the data, along with improved data export functions to aid in external analysis.

The site is live now at <http://openpayroll.ct.gov/>.

HOSPITALITY & TOURISM



Coltsville's national park status aims to boost tourism in Hartford.

Hartford, U.S. ink Coltsville pact

The city of Hartford says it has satisfied the third and final condition of its pact with the Interior Department, formally establishing the former Colt gun armory and surroundings as a national park. Mayor Luke Bronin's office announced the signing last week of a five-year general agreement between the city, the federal Interior Department and that agency's National Park Service. The collection of buildings and neighborhood in the city's South End, known as Coltsville, where Connecticut manufacturer Samuel Colt assembled his eponymous handguns and housed his workers, were designated as Coltsville National Park in Dec. 2014.

REAL ESTATE

5 Mansfield apts. sell for \$20.25M

A quintet of Mansfield apartment communities in the shadow of UConn recently sold for \$20.25 million, the Hartford listing broker says. Chozick Realty Brokers said last week the properties contain 231 one- and two-bedroom units primarily leased to UConn students. Storrs Acquisition LLC sold the portfolio, which it acquired four years earlier and repositioned, to Connecticut Liberty Group LLC. Chozick represented the seller and procured the buyer.

The portfolio consists of: Knollwood Apartments, 101 South Eagleville Road, 125 units; Oakwood Apartments, 114 South Eagleville Road, 10 units; Clubhouse Apartments, 3 Clubhouse Circle, 44 units; Maplewood Apartments, 1 Carlton Road, 40 units; and Millbrook Apartments, 170 Spring Hill Road, 12 units.

CT home, condo sales show signs of life in October

Connecticut house and condominium sales and prices rose in October, according to a fresh Warren Group Report. There were 2,830 houses sold statewide last month vs. 2,608 sold in Oct. 2015 — an 8.5 percent increase, the Warren Group, the Boston publisher of The Commercial Record, said. Year-to-date sales are up 8.4 percent to 26,964 vs. 24,865 the same 10-month period last year. The median October price for those sold homes was \$240,000, a 2.1 percent rise from \$235,000 a year earlier. Condo sales totaled 806 units, a 13 percent climb from 713 in Oct. 2015, Warren Group said. For the first 10 months, condo sales are up 4.2 percent to 6,933 units vs. 6,656. Their median sale price was \$158,000, a 1.2 percent rise from \$155,000 a year earlier. "The Connecticut housing market rebounded a bit in October and remains healthy," said Warren Group CEO Timothy Warren. "Two of the prior three months had shown declines in sales volume. October got things turned back in the right direction."

WHAT'S AHEAD:

- 12/19 Focus: **5 to Watch 2016 recap**
- The List: **Largest Not-for-Profits in Greater Hartford**
- Nonprofit Profile: **CT Automotive Retailers Association**

CALENDAR

WEDNESDAY, DEC. 14



Kathy McAfee

No More Boring Pitches

The Simsbury Public Library Business Resource Center will host a talk by guest speaker **Kathy McAfee**, who will share insights and strategies to help businesses present themselves in a more compelling and credible way.

With 11 years of experience as a small-business owner serving business-to-business clients as executive presentation

coach, McAfee will motivate and equip companies to pitch ideas and land the right opportunities for growth. Attendees will walk away understanding the importance of opening and closing remarks and how to prepare; when and how to use technology to tell a story; how to build rapport before, during and after the pitch; and why the Q&A portion of the pitch is linked to a client's decision.

McAfee just published a new book, "Stop Global Boring," which will be available for purchase and signing at this event, which runs from 6 p.m. to 8 p.m. at the Simsbury Public Library, 725 Hopmeadow St.

Cost to attend is fee.

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▶ from page 1

CT colleges target NY, Mass.

students in an effort to offset declining enrollments, which is a challenge faced by higher-ed institutions across the state.

Asnuntuck is appealing to Bay State residents, while Western Connecticut State University in Danbury, or WestConn, is wooing students from seven New York state counties. Both are part of the Connecticut State Colleges and Universities (CSCU) system, which includes 17 state colleges and universities that enroll 92,000 pupils.

So far the strategy appears to be working — although WestConn's policy doesn't take effect until the fall semester of 2017.

Asnuntuck has seen a 34 percent increase in students from Massachusetts this past fall semester — 102 students compared with 76 the semester prior out of a total student body of more than 1,900. That increase is the highest in recent history, said Gennaro DeAngelis, Asnuntuck's interim dean of administration.

At WestConn, as of Nov. 23, with only 20 percent of the total student body applying for the 2017 fall semester so far, 155 applicants from the seven-county New York region are seeking enrollment, compared with 87 this past year. Total undergraduate full-time students number 4,195, said Jay Murray, WestConn's interim associate vice president for enrollment services.

In the face of declining enrollment at some Connecticut colleges — which makes competition for students fierce — Mark E. Ojakian, CSCU president, says the need for creative solutions to filling seats leads naturally to looking for out-of-state students.

"We need to stop thinking of geographic borders as walls, but as commuter patterns," Ojakian recently wrote in a Hartford Business Journal column.

"We have to start thinking differently because other states are recruiting our students," added CSCU spokeswoman Maribel La Luz.

National trend

Offering in-state tuition to out-of-state students is not uncommon in the United States, but pressure is intensifying in some parts of the country to adopt or increase the practice, says George Pernsteiner, president of the State Higher Education Executive Officers (SHEEO) Association.

"Pressure is growing right now, particularly in New England and the middle West, where you don't have a growing number of traditional-age students and won't for a while," Pernsteiner said. "In order to sustain their institutions, [educators] have to find students from somewhere."

In New England, unlike the South or West, enrollment at four-year and two-year colleges has slowed in the past few years, said Andy Carlson, SHEEO's principal policy analyst.

The University of Maine has perhaps the most visible and concerted effort to woo out-of-state students. The approach is different than Connecticut's, but based on similar concepts for comparable reasons, said the university's provost, Jeffrey Hecker.

When examining the changing demographics causing declining enrollments in Maine, the university looked at applicants who chose to go elsewhere, and found 20 percent of students, most from out of state, were going to other public land grant research universities in New England.

"We got to thinking: What could we do about that?" he said.

In the fall 2016 semester, the University of Maine launched its "Flagship Match" program. It provides academically eligible students merit scholarships that lower the net cost of tuition and fees to a level equal to what the student would pay at the flagship university in their home state — a cost that's invariably thousands of

dollars cheaper, Hecker said.

UMaine's in-state tuition is about \$10,000 a year and its out-of-state tuition is \$29,000 a year, he added.

In the first year, UMaine extended the program to all New England states except Rhode Island, and also included Pennsylvania and New Jersey. For the 2017-18 academic year, the program will include Rhode Island, as well as California and Illinois, whose state schools have higher in-state rates, he said.

While neither Asnuntuck's DeAngelis nor WestConn's Murray could provide an exact number of "empty seats," both say declining enrollments are driving their creative tuition push.

WestConn considers the arrangement a natural fit and had been asking for it for years, Murray said. The difference in the tuition rate is almost \$13,000 annually, with in-state tuition at \$10,017 and out-of-state tuition at \$22,878.

"Westchester and Putnam counties are within 15 miles of the [New York/Connecticut] border, yet the moment students come here, it costs them twice as much as what it costs a student from Danbury. And they consider themselves local," he said.

Pernsteiner likened Connecticut's situation to Southern Oregon University, which has had a similar long-standing arrangement with nearby counties in California.

"It is not uncommon for community colleges in a lot of places to charge in-state rates particularly for students in abutting districts or states," Pernsteiner said. "That's part of how they view their mission to serve the community, and if the community crosses state lines, so be it."

Local factors

WestConn's student population has dropped steadily from 4,750 full-time equivalent undergraduates in 2011 to 4,116 in 2016, Murray said.

"All across the state, high school enrollments are down, and in Connecticut, they're going to be down for the next decade and they're not going to rebound to prior levels," Murray said. "As enrollment grows, the increased revenue helps facilitate programs for all students on campus."

In Asnuntuck's "Dare to Cross the Line" program, most of the out-of-state students would have paid about \$6,000 annually in tuition, and now will only have to pay about \$4,000 annually, DeAngelis said. (Tuition for the advanced manufacturing program is less expensive.)

"Our research showed us students with Massachusetts addresses essentially lived nine miles from campus," he said. "We wanted to take advantage of the natural geographic circumstances we find ourselves in."

Asnuntuck's enrollment has fluctuated between 990 and 1,118 students over the past six years, but the goal is to grow those numbers, DeAngelis said.

"Being as close as we are, Massachusetts has always felt like an extension of our service area; it's felt really natural," he said.

Some state leaders have questioned the tuition adjustments. In one published report, Board of Regent chair Matt Fluery, who is CEO of the Connecticut Science Center, asked whether subsidizing out-of-state students with Connecticut taxpayer money was fair.

But DeAngelis, whose sets enrollment strategy, says the long-term impact is more important, especially as Connecticut faces budget shortfalls in the years ahead.

"It puts us in a much better position than we would be if enrollments were down," he said of the tuition breaks. "It's not going to make things easy, but it gives us a fighting chance to maintain the academic and student support services we have in place."

BY THE NUMBERS

\$6,000

Asnuntuck Community College's approximate annual out-of-state tuition.

\$4,000

The approximate annual tuition Massachusetts residents now pay at Asnuntuck under the school's "Dare to Cross the Line" program.

102

The number of Massachusetts students enrolled at Asnuntuck this past fall semester, up from 76 a year earlier.

Q&A

Higher-ed takes on corporate, regulatory compliance

Q&A talks with Robert C. Bird, professor of business law, Eversource Energy chair in business ethics at UConn, about the school's new certificate program in corporate and regulatory compliance.

Q: The UConn School of Business and School of Law have partnered to create a certificate program in corporate and regulatory compliance. What does the program involve?

A: Compliance is a rapidly growing domain. Firms are struggling to manage complex regulation from state, federal and international authorities while at the same time remaining viable in a competitive global marketplace.

UConn's certificate in corporate and regulatory compliance provides the tools and resources to not only stay on the right side of ever-changing regulation, but also how to build a culture of compliance and integrity

that pervades the organization. Certificate graduates will learn how a firm that understands compliance will not only respect the rules, but generate opportunities that build a competitive advantage for their organization.

Students will complete four graduate-level courses. For most students, two of the four courses will come from business faculty who teach about compliance and legal rules from the perspective of the organization and its ethical values. The other two classes will be taught by law school faculty skilled at unraveling the key regulatory challenges that organizations face in compliance. The certificate is open to businesspeople, business students, law students and attorneys.

Q: Why the partnership between the schools of law and business?

A: Compliance is too often presented as just a business problem fixed by culture change or a legal matter delegated to attorneys. Neither model works. In these classes students will learn how firms manage legal issues in a business environment and be given tools on how to implement compliance initiatives and promote an ethical culture of integrity. Then students take two courses in the law school where they learn about pressing legal and regulatory compliance challenges facing the modern organization.



ROBERT C. BIRD

Professor of business law, Eversource Energy chair in business ethics, University of Connecticut

Businesspeople learn how lawyers think, how rules are interpreted, and how to smoothly manage regulations to meet required standards. Lawyers get a deeper understanding of how businesses function, the organizational impacts of compliance, and how compliance can positively influence the strategic goals of the enterprise.

Q: What's driving the growing demand for risk-avoidance expertise? And, with a new administration focusing on cutting regulations, does that demand decrease at all?

A: Rapid changes in regulations do not necessarily make compliance easier. Firms will have to pivot quickly to adjust to their new regulatory reality. That may mean reevaluating established compliance systems and processes in a short period of time. This takes the time and expertise of compliance professionals who can manage regulatory shifts in either direction.

Firms also cannot let their guard down even if regulatory obligations decline. If a firm relaxes its compliance standards in anticipation of a new rule, that rule may return in a different form either by the same or a different authority responsible for monitoring that conduct. There are 50 states with regulatory bodies in addition to federal regulatory authorities. Sudden changes in legal rules create turbulence for the organization, which demands a steady hand of a compliance expert to manage. Firms that fail to remain vigilant will pay the price when the winds of policy change again.

Q: Which industries are active in compliance-officer hiring?

A: Compliance is big business, and the demand for it is significant. A Wall Street Journal article called compliance a 'dream career' and a field that employers are engaging in a 'hiring spree' to fulfill. Banks of course have significant demand for compliance personnel. Other industries hiring compliance personnel include insurance, manufacturing, law firms, health care, government and tech companies.

THE LIST

Largest community colleges in Greater Hartford

(Ranked by total enrollment, fall 2016)

Rank	College	Fall 2016 enrollment (1)	Major programs	Faculty full time/ part time	Graduation rate	President
1	Manchester Community College Great Path Manchester, CT 06040 860-512-3000; mcc.commnet.edu	6,780	Business, engineering, technology, liberal arts, math, science, health, hospitality, culinary and social science	108 574	18%	Gena Glickman
2	Tunxis Community College 271 Scott Swamp Road Farmington, CT 06032 860-773-1300; www.tunxis.edu	3,800	Business, criminal justice, dental hygiene, early childhood education, engineering, liberal arts and sciences and pathway to teaching careers	58 365	13%	Cathryn L. Addy
3	Middlesex Community College 100 Training Hill Road Middletown, CT 06457 860-343-5869; www.mxcc.commnet.edu	3,500	General studies, criminal justice, business administration and human services	44 168	19%	Anna Wasescha
4	Capital Community College 950 Main St. Hartford, CT 06103 860-906-5000; www.capitalcc.edu	3,310	Biotechnology, accounting, architectural and engineering technology, computer and information systems, criminal justice, early childhood education, fire science, emergency-management response, health information management, medical assisting, music industry, nursing, paramedic, radiologic technology and social services (2)	63 187	11%	Wilfredo Nieves
5	Asnuntuck Community College 170 Elm St. Enfield, CT 06082 860-253-3000; www.asnuntuck.edu	1,945	General studies, liberal arts, business administration, advanced manufacturing machine technology and criminal justice	31 110	44%	James P. Lombella

Source: Each college via survey, Connecticut State Colleges and Universities (CSCU) Board of Regents, Office of Research and System Effectiveness, college websites and National Center for Education Statistics - College Navigator at nces.ed.gov/collegenavigator.
Notes: 2016-2017 in-state standard tuition for 12+ credits per semester is \$1,860 and fees are \$224; out-of-state tuition is \$5,580 and fees are \$672.
(1) Enrollment figures reflect what the Connecticut State Colleges and Universities (CSCU) Board of Regents refers to as headcount; CSCU has a special formula for calculating full-time equivalent enrollment.
(2) Contact the college for more details on additional course sequences and options.
—Compiled by Stephanie R. Meagher.

To view the full list, please visit HartfordBusiness.com



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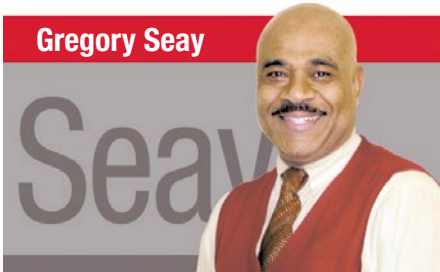
Harvard Pilgrim
Health Care

Harvard Pilgrim Health Care includes Harvard Pilgrim Health Care, Harvard Pilgrim Health Care of Connecticut, Harvard Pilgrim Health Care of New England and HPHC Insurance Company.

*Copayments, deductibles and coinsurance also may apply. Not all plans cover acupuncture as a medical benefit. Be sure to check your *Schedule of Benefits* for complete details.

\$13.5M loan for Mansfield apts.' next phase

Gregory Seay



Mansfield's Meadowbrook Garden Apartments has received \$13.5 million in financing from a Rhode Island lender to begin its second phase of construction for 36 more apartments.

Washington Trust, of Westerly, R.I., said the loan was to developer Uniglobe Investment LLC, whose principal is Fairfield investor Zhifeng "Jack" Yang.

The complex, located at 73 and 91 Meadowbrook Lane, is separated into two parcels.

The first phase of the project consisted of 50 new townhouse-style apartments, each with three bedrooms, an attached garage and approximately 1,500 square feet of space finished with granite countertops, stainless steel appliances and other amenities. Each of the 50 units are currently leased to UConn students.

Last February, Meadowbrook began leasing the first 50 of the planned 150 units to house students at UConn and nearby Eastern Connecticut State University in Windham's Willimantic section. They are fully leased, officials said.



The now-completed first-phase construction of Meadowbrook Garden Apartments has opened the door to the second phase for the Mansfield housing development.

The second phase will consist of 36 flat-style apartments, including 12 one-bedroom units and 24 two-bedroom units. The property will also include a center green, gazebo and walking trail.

The pricetag for a fully completed Meadowbrook Gardens is pegged at \$29.5 million, about 40 percent of which will be funded under the U.S. Citizenship and Immigration Service's EB-5 initiative, officials said.

Meadowbrook is one of Connecticut's first commercial realty projects financed under the 26-year-old federal program that allows foreign nationals to earn a U.S. visa by making sizable American investments.

\$450K N. Britain parcel

A 1.1-acre developable parcel in New

Britain is on the market for \$450,000, the listing broker says.

The site at 331-335/343-349 Farmington Ave. is in a "T" residential zone for single- and two-family dwellings that allows exceptions for specific uses such as a hospital, school, recreation facility or day care, according to Reno Properties Group LLC.

The property is adjacent to a 64-unit, mid-rise apartment building, Central Connecticut State University and other commercial, recreation and institutional amenities.

Litsky Associates brokers leases

Simsbury commercial broker Litsky Associates recently reported a series of Hartford region leases. Litsky was sole broker, except where noted.

In Southington, the Home Goods unit of retail giant TJX Cos. leased 22,000 square feet on Executive Boulevard South to erect a new home furnishings/housewares outlet adjacent to Lowe's and Target. It is due to open in the spring. Litsky was co-broker with CRS Associates and Charter Realty. The new project is a development of North Star Properties.

In Vernon, Fiesta Grill has leased 3,700 square feet at Vernon Commons, 521 Hartford Road. Boston-Vernon LLC is landlord. CT Restaurant Brokers represented Fiesta.

In Manchester, Consignment Originals has leased 6,000 square feet in the Best Buy-anchored Slater Street Plaza development at 170 Slater St. The landlord is The Brixmor Property Group.

Hartford Orthopedic Surgeons PC has leased 3,900 square feet at 257 Middle Turnpike West. Levy Properties LLC is landlord.

In Cheshire, Salsa Southwest Grill has leased 1,875 square feet at Plaza 66, Meriden-Waterbury Turnpike for a second restaurant. The landlord is Boston-Cheshire LLC.

In Bloomfield, Jong Hyun Kim has leased 2,600 square feet for a Beauty Products retail store at Amazing Plaza, 701 Park Ave. The landlord is Levy Properties LLC.

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.

Expanding Our Team

Murtha Adds Twelve New Attorneys & Professionals this Year



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NONPROFIT NOTEBOOK

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TOP EXECUTIVE

Carolyn Kuan, Music Director

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FY 2015 SUMMARY

	2014	2015
Total Employees	245	246
Total Assets	\$9,840,485	\$8,595,731
Total Liabilities	\$3,219,503	\$3,453,199

REVENUES

Contributions & Grants	\$2,672,800	\$2,149,504
Program Service Revenue	\$1,826,585	\$1,826,200
Investment Income	\$1,353,082	\$513,013
Other	\$0	\$0
TOTAL	\$5,852,467	\$4,488,717

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$3,207,279	\$2,624,827
Fundraising Fees	\$34,560	\$29,932
Other	\$2,152,519	\$2,676,004
TOTAL	\$5,394,358	\$5,330,763
MARGIN	\$458,109	\$(842,046)

TOP PAID EXECUTIVES (FY 2015)

	Base Salary	Total Compensation & Benefits
Carolyn Kuan, Music Director	\$181,236	\$181,236

SOURCE: GUIDESTAR IRS 990 TAX FORM



The Hartford Marathon Foundation received a **\$25,000** grant from the **United Bank Foundation** to support its FitKids in School fall 2016 program. The program provides age-appropriate training guides for students to run a marathon. Pictured (from left) are: Adam Jeamel, United Bank's eastern Connecticut regional president; and Kenneth Shluger, Hartford Marathon Foundation board member.

The **Mark Twain House & Museum** is launching a nationwide search to replace its executive director, **Cindy Lovell**, who said last week she would resign to be closer to family in Florida.

Lovell has filled the role since Feb. 2013.

Under her watch, the house where Samuel Clemens, aka author Mark Twain, lived from 1874 to 1891, has been recognized by National Geographic as one of the 10 best historical homes in the world. Mark Twain Commemorative Coins produced by the U.S. Mint were also unveiled, and Living History House Tours debuted, boosting attendance. TIME Magazine labeled the house "Downton Abbey's American cousin."

"Cindy is a passionate leader who brought

incredible enthusiasm to her management of the House," said Joel Freedman, president of The Mark Twain House & Museum board of trustees. "She is one of the nation's leading preservers of Twain's legacy, and during her years in Hartford raised the House's profile and brought thousands of new visitors."

Lovell previously served as executive director of the Mark Twain Boyhood Home & Museum in Hannibal, Mo.

"Spreading the gospel of Mark Twain is my life's work, and it has been an honor and pleasure to serve as steward of this house where he wrote his greatest works and raised his family," Lovell said in a statement.

Lovell, who left at the end of last week, will remain as a consultant to the House overseeing special projects.

Connecticut Humanities received a **\$36,000** grant from the **Hartford Foundation for Public Giving**. Connecticut Humanities will use the funding to provide small, competitive grants to heritage organizations within the foundation's Greater Hartford service area.

The Avon Connecticut Chapter of **UNICO National** recently donated **\$1,000** to **Operation Fuel** to provide emergency energy assistance to Farmington Valley residents. With the donation, Operation Fuel will be able to help at least two households in Farmington Valley pay their utility bills with a grant of up to \$500 each.

The **Ryan T. Lee Foundation** has received a **\$10,000** grant from the **AT&T Foundation** to support its memorial scholarship fund. The fund provides scholarships to college-bound students who have volunteered their time to help those in need.

MOVERS & SHAKERS



Virginia E. McGarrity



Thomas Mazzochi



Kevin Sullivan



Fran Palma



Dr. Susan Stocker Giles



Dr. Alberto L. Gonzalez



Dr. Nancy Kang



Dr. Kymberly McDonald

Robinson+Cole elects partner in Hartford office

Robinson+Cole announced the election of **Virginia E. McGarrity** as a new partner in its Hartford office, effective Jan. 1.

McGarrity is a member in the firm's employee-benefits and compensation group and represents governmental, corporate and tax-exempt employers on their retirement- and welfare-benefit programs, executive compensation, and benefits issues in corporate transactions.

Johnson Brunetti retirement planning names supervising principal

Wethersfield-based Johnson Brunetti, a retirement and investment services firm with six offices in Connecticut, has hired **Thomas Mazzochi** as the firm's supervising principal and member of the compliance team. Mazzochi is responsible for managing compliance and regulatory-related issues, as well as overseeing the audit process and company best practices.

He has more than 10 years of experience in the financial industry, most recently with Pioneer Financial Group as a financial advisor and People's United Bank as a financial services manager, assistant vice president.

Two community leaders join Arc of Meriden-Wallingford board

The Arc of Meriden-Wallingford, which provides life-improvement opportunities for children and adults with disabilities, recently added **Jeffrey Bruneau**, a Wells Fargo vice president from Cheshire, and **Linda Morley** of Meriden to its board of directors, which now numbers 10.

Bruneau manages a team of nearly 100 at Wells Fargo.

Morley, a retired X-ray technician, has been involved with the Arc since 2013 and brings the knowledge and expertise of raising a child with a disability.

Northwest Community Bank elects auto executive to board

Kevin Sullivan, an executive in several Connecticut auto dealerships, was recently elected to the board of directors of Northwest Community Bank, which is based in Winsted and has branches in Avon, Granby, New Hartford and Torrington.

Sullivan is president of Sullivan Honda and Northwest Hills Chrysler Jeep Dodge Ram in Torrington, and a partner in Northwest Hills Chevrolet Buick GMC Cadillac, Torrington and O'Neill's Chevrolet Buick in Avon.

Covenant Retirement Communities names SVP-digital strategies

Covenant Retirement Communities Inc. (CRC) recently announced the appointment of senior-living executive **Fran Palma** to senior vice president of digital strategies. Palma is based out of Covenant Village of Cromwell, CRC's continuing-care retirement community.

St. Francis adds five specialists across various disciplines

Drs. Susan Stocker Giles, Alberto L. Gonzalez, Nancy Kang, Kymberly McDonald and Maria C. Renna have joined the medical staff of St. Francis Hospital and Medical Center.

Stocker Giles is a specialist in rheumatology and board certified in rheumatology, internal medicine and geriatrics.

Gonzalez is a specialist in psychiatry with St. Francis Behavioral Health Group and completed a residency in psychiatry at the University of Connecticut School of Medicine in Farmington.

Kang is a specialist in gastroenterology and most recently completed a fellowship in gastroenterology at Brown Alpert Medical School/Rhode Island Hospital in Providence.



Dr. Maria C. Renna



Dr. Taylor Coon

McDonald is a specialist in hospital medicine with St. Francis Medical Group. McDonald completed a residency in internal medicine at the University of Connecticut School of Medicine.

Renna is a specialist in internal medicine with St. Francis Medical Group and is board certified in internal medicine.

Cantor Colburn names patent attorney in Hartford office

Cantor Colburn LLP has hired **Taylor Coon**, a patent attorney specializing in chemical engineering, in its Hartford office. Coon is an intellectual property (IP) attorney and concentrates her practice in a variety of technologies related to chemical engineering.



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¹Savings based on a comparison of the Oxford Gold Freedom Plan PPO against competitor small group Gold plans. Source: 2017 Connecticut Small Group Rate Filing. ²Network data as of May 3, 2016 based on network360.com comparison report (Strennus). ©2016 Oxford Health Plans LLC. All rights reserved. Oxford HMO products are underwritten by Oxford Health Plans (CT), Inc. Oxford insurance products are underwritten by Oxford Health Insurance, Inc. Administrative services provided by Oxford Health Plans LLC. CT-16-512



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Customers inside The Greenway Market, 71 Asylum St., which has boosted its offerings of fresh and organic produce and meats since opening in July.

Food markets sprouting in downtown Hartford

By Gregory Seay
gseay@HartfordBusiness.com

From next to no downtown food markets just a decade ago, Hartford's central business district is now up to at least five — and counting.

In July, landlord Bruce Becker enabled The Greenway Market to open doors in about 2,400 square feet in his retail annex on Asylum Street, linked to his 777 Main apartment tower downtown.

That occurred after the owner-operator of five-year-old New York Market & Deli — formerly Al's Market — farther down Asylum opened two other storefronts at 242 Trumbull St. and 1 Constitution Plaza.

In recent weeks, Sam's Food Stores, a Rocky Hill convenience-store chain, signed a lease on 4,781 square feet of ground-floor storefront space at The Lofts At Main & Temple, 892 Main St. According to an official with landlord Marc S. Levine Real Estate Interests, the former Citibank branch office will open as an "upscale convenience store" in early 2017. Sam's Food didn't respond to repeated requests for comment.

That was news to operators of downtown's existing food markets, who say they hadn't yet gotten word about the fresh competition. City officials, too, say they haven't heard from Sam's Food about its plan for a downtown market, but welcome the development.

The growing number of food markets in downtown Hartford, officials say, reflects the rising population of downtown workers and full-time residents, drawn to the more than 1,000 new apartments that have opened in the city.

Sean Fitzpatrick, the city's development director, said that given the number of new



Rocky Hill retailer Sam's Food Stores Inc. has leased the former Citibank branch on the ground floor of The Lofts At Main & Temple, 892 Main St., in which to open a downtown market in early 2017.

apartments built or under development downtown, the central district is nowhere near the point where it has too many food markets.

Next fall, UConn will bring more than 2,300 more hungry students, professors and staff to downtown Hartford, with the opening of its new downtown campus on Prospect Street, next door to the Front Street entertainment/restaurant district.

Meantime, the embattled developer of Hartford's Dunkin' Donuts Park, as part of the Downtown North redevelopment, has previously proposed opening a supermarket in tandem with office space and condominiums. However, those plans appear stalled amid clouds over Centerplan Development's troubles finishing the ballpark on time and on budget.

Some say that talks about a downtown Hartford supermarket are premature.

The "urban grocery store format is rapidly evolving," Michael Freimuth, executive director of the Capital Region Development Authority, the state partner in the city's and region's redevelopment efforts, said via email. "The mega food store isn't practical

in a downtown setting. ... Too many parking and logistical concerns."

"Perhaps when we achieve a greater downtown population, more near 5,000, a larger grocery store will evolve," Freimuth said. "In the interim, the small stores are filling a void that is growing due to residential activity over the last two years."

Actually, the relatively small sizes of many of the new downtown apartments, he says, means little space is available for storing canned and dry foods, paper products and other grocery items. That means apartment occupants must make frequent stops at the local market to keep their cupboards stocked.

The Greenway Market owner Ankit Harpaldas says that since he opened the store July 21, he has expanded its offerings of fresh and organic produce and meats, along with other staples, in response to consumer demand.

But he said he too doubts the time is right for a full-service supermarket. In 2011, The Market at Hartford 21 opened on the Asylum Street side of the high-rise apartments, catering to its residents with fresh produce, meats and prepared foods. But within months, the grocery, in which the city had reportedly invested more than \$400,000, closed.

"If I were to be very honest," said Harpaldas, who also owns Capital Spirits package store on downtown's Pratt Street, "being into the business now, and seeing it first hand, I don't think it's sustainable yet."

"In time, Hartford will need one, too," Harpaldas said of a full-service supermarket. "We really, really, really try to make it so our customers don't feel they have to go to a supermarket. Who knows, maybe we'll be the ones to make Greenway Market [Hartford's] supermarket." ■

Think tanks clash on state, private-sector pay disparities

By Patricia Daddona
pdaddona@HartfordBusiness.com

Do Connecticut state employees receive significantly higher pay than similarly qualified private-sector workers?

The answer was yes, according to a 2015 study by Connecticut's conservative Yankee Institute for Public Policy, but the group's findings are now being challenged by a left-leaning Washington, D.C.-based think tank.

In Oct. 2015, the Yankee Institute released a report entitled, "Unequal Pay: Public vs. Private Sector Compensation in Connecticut," by Andrew Biggs, a resident scholar at the American Enterprise Institute. In it, Biggs said total compensation for Connecticut state employees, including pay and benefits, exceeds compensation for similarly qualified non-government workers in the state by at least 25 percent.

But last week, in a report entitled, "Unequal public-sector pay in Connecticut? Yes — taxpayers are getting a bargain!", the Economic Policy Institute's Monique Morrissey takes the Yankee study to task, saying its findings don't square with research that shows public-sector workers typically receive compensation lower than or equal to comparable private-sector workers. Those lower salaries, however, may be offset by better benefits, she said.

The EPI report argues that Biggs' findings are "cherry-picked," excluding larger groups that receive less compensation, such as teachers and local government employees. Public-safety personnel are also excluded from the Yankee study, Morrissey says.

The Connecticut AFL-CIO, which represents approximately 200,000 union members in the state, quickly seized on the EPI report findings. About half of its members are public-sector workers and half work in the private sector, a union spokesman said.

"Connecticut legislators don't need Wall Street and corporate bias to build a fair economy that works for everyone," said Lori J. Pelletier, president of the Connecticut AFL-CIO. "What they need is reliable information, and once again the Yankee Institute has failed miserably."

Biggs disputed the EPI report's interpretation of his study and defended his methodology. Including public-safety workers, whose dangerous jobs require higher pay, for instance, would skew results, he said.

"There's no cherry picking there," he said. "What I'm doing is pretty clearly laid out. They are throwing the kitchen sink at this. There may be honest differences but on these issues I am confident on the results."

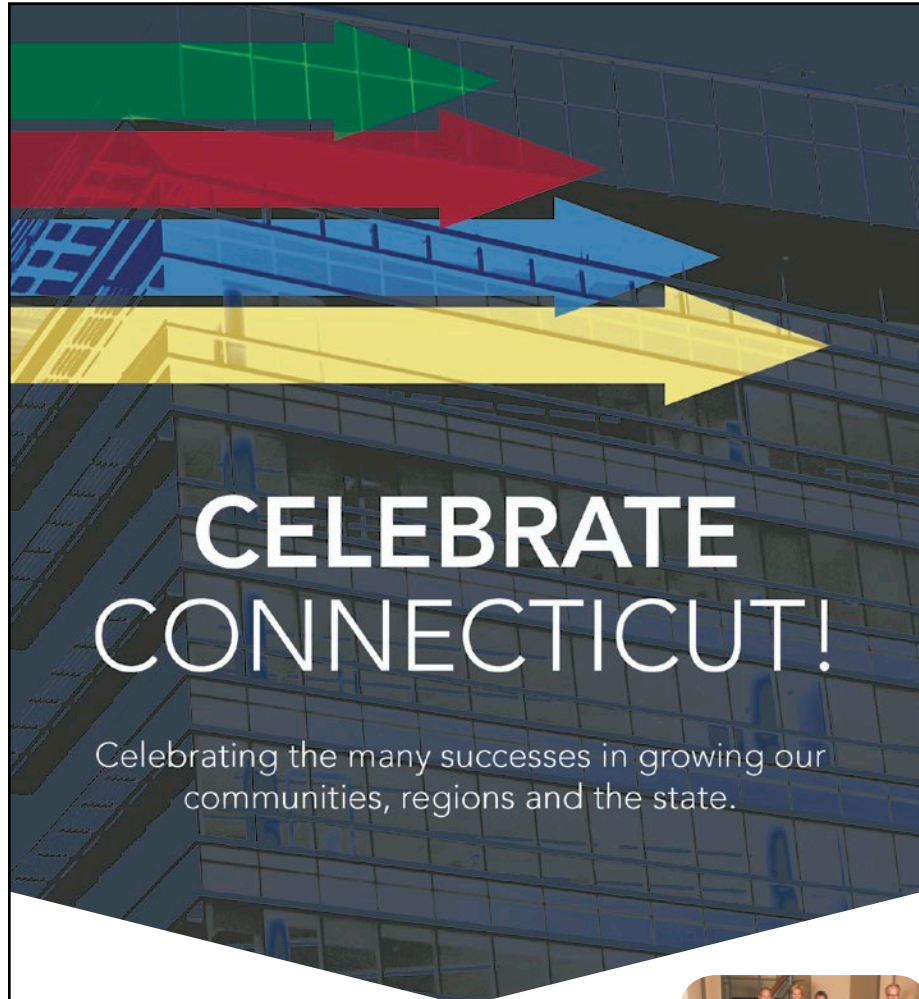
Carol Platt Liebau, president of the Yankee Institute, added: "The purpose of this report was to look specifically at state employees, rather than local ones, because Connecticut is in a desperate budget mess. We are seeking common sense ways to address that mess; state-employee compensation is an obvious place to start — especially when state pension payments alone consume 10 percent of the state budget." ■

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900 Cottage Grove Road, Bloomfield, CT 06002 | www.cigna.com

Cigna Corp. is a health-services company that provides insurance and related products in the United States and internationally.

Top Executive: David M. Cordani, President/CEO

FACT BOX

Industry: Health Insurance

3Q 2016 Revenue: \$9.8B

3Q 2016 Net Income: \$456M

Quarterly Profit Change: (\$92M)

Cash: \$3.2B

Employees: 39,300

Competitors: UnitedHealth
Anthem
Aetna

TOP INSTITUTIONAL INVESTORS

Holder	Shares	% Stake
The Vanguard Group Inc.	15,818,141	6.16
Dodge & Cox Inc.	14,448,844	5.63
T. Rowe Price	13,896,503	5.41



STOCK WATCH (as of 10 a.m. Dec. 8)

Ticker Symbol: CI	Stock Price: \$135.27	Market Cap: \$34.73B
52 Week Range Price: \$115.03-\$148.99	Outstanding Shares: 256.74M	

CORPORATE SUITE

Executive	Title	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
David M. Cordani	President/CEO	\$1,189,615	\$0	\$7,105,072	\$2,860,000	\$17,307,672
Thomas McCarthy	EVP/CFO	\$719,231	\$0	\$1,470,005	\$1,000,000	\$4,418,285
Matthew G. Manders	President, US Markets and Global Healthcare	\$732,692	\$0	\$1,347,529	\$1,080,000	\$4,297,489

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HARTFORD BUSINESS JOURNAL

HealthCare HEROES 2016 AWARDS LUNCHEON

Thursday,
December 1, 2016
Connecticut Convention Center
Downtown Hartford

2.



1. Winner Mark Finklestein from Hughes Health and Rehabilitation Center, center, poses with his co-workers during networking
2. Finalist Lori Rodden from The Hartford, center, poses before the event begins
3. Joe Zwiebel, President and Publisher of the Hartford Business Journal, makes opening remarks
4. Emcee Denise D'Acenzso from WFSB, Channel 3, welcomes everyone to the event
5. Keynote speaker, Dr. Michael Bourque from St. Francis Hospital and Medical Center, presented his mission work in Haiti during Hurricane Matthew
6. Jason Madrak, Vice President, CT Regional Market, from presenting sponsor Harvard Pilgrim Healthcare, welcomes everyone

1.



3.



4.



7. 2016 Healthcare Heroes winner, Jenifer Ash from Hartford Hospital, center, accepts her award and poses with sponsors (from left to right): Jason Madrak, Harvard Pilgrim Health Care; Dana Finnegan, EMCOR Services New England Mechanical; Helayne Lightstone, Hartford HealthCare; Carol Bayreuther, Hartford Healthcare Federal Credit Union; Denise D'Acenzso, WFSB, Channel 3; and Dr. John Rodis, Saint Francis Hospital & Medical Center

7.



5.



6.



8.



8. The 2016 Healthcare Heroes award winners, first row (left to right): Mark Finkelstein, Hughes Health and Rehabilitation Center, Dr. Christine Finck, CT Children's Medical Center, Mary Alsing and Mary Guglielmo, Johnson Memorial Hospital, Heather Hancort, Gaylord Specialty Healthcare and therapy dog, Galya; Brian Savo, Hospital for Special Care; Back row (left to right): Patricia Verde, St. Francis Hospital and Medical Center, Jenifer Ash, Hartford Hospital, Dr. David Rosenblum, Gaylord Specialty

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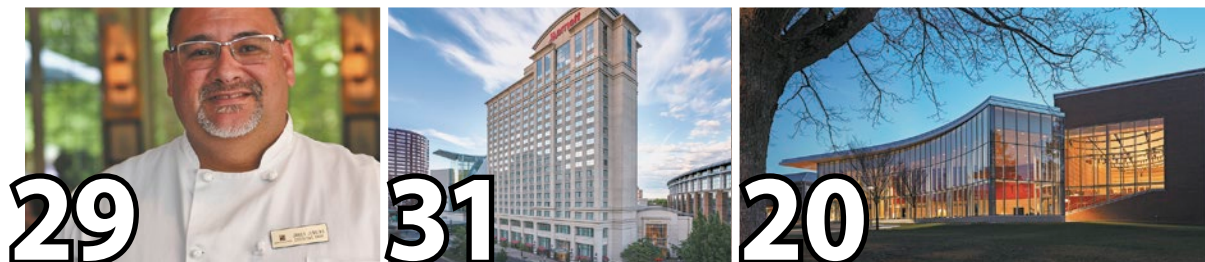
Your guide to the best of the best

In today's digital world there is more information available to us than ever before, but sifting through all that information to find true value is a time-consuming and overwhelming task.

That holds true for anyone running a business who is looking for a new vendor. Sure, there are websites and review sites, but it can be very difficult to distinguish one business from the next. Everyone starts to look the same.

We are publishing this inaugural Best of Business guide to help solve that problem. We turned to you, our readers, for your recommendations on the cream of the crop in 79 business categories. And thanks to nearly 1,000 votes in our online poll, we deliver within these pages a true guide to the best of the best in business in the Greater Hartford region. The winners in each category stand out for their professionalism and their commitment to customer service.

We hope that you can use this special section as a guide all year long as you make new vendor choices, whether you're looking for insurance or the perfect spot for a business lunch. We think you'll agree that the companies profiled within these pages are truly in a league of their own.



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BUSINESS SUPPORT SERVICES

Advertising Agency

Cronin and Co.

50 Nye Rd., Glastonbury
www.cronin-co.com

Top Executive: Kim Manning, CEO; Steve Wolfberg, chief creative and growth officer

Cronin is a digitally-driven, results-focused marketing agency that's propelled by technology, steeped in creativity, and rooted in truth. Celebrating 70 years in business in 2017, Cronin has withstood the test of time by continually evolving to meet client needs in the ever-changing marketing landscape and by attracting and retaining top talent in the industry.

Honorable mentions: Adams & Knight; Andrea Obston Communications.

Architectural Firm

The S/L/A/M Collaborative

80 Glastonbury Blvd., Glastonbury
www.slamcoll.com

Top Executive: Robert F. Pulito, AIA

SLAM's architecture reaches beyond bricks, mortar, glass and steel to influence how people interact and change in the places we plan, design and build. We are organized to harness the power of diverse experts collaborating in novel ways to create buildings and environments that rock our clients' worlds.

Commercial Moving Company

Woodland Moving & Warehouse

110 Reed Ave., West Hartford
www.woodlandmovingandwarehouse.com

Top Executive: Tony Lupoli, owner

Since 1914, Woodland Moving and Warehouse has represented traditions of excellence in serving the relocation needs of customers. During the past 100 years, Woodland has grown and changed a great deal in size, scope and sophistication. However, the commitment to quality, training and integrity to each and every customer has remained our top priority.

Honorable Mention: Siracusa Moving

Energy Company

Eversource

107 Selden St., Berlin
www.eversource.com

Top Executive: James Judge, president & CEO

More than 8,000 dedicated employees embody Eversource's mission to safely deliver reliable energy and superior customer service. To us, that means meeting and exceeding our customer's expectations, delivering outstanding reliability and working to solve the challenges facing New England's energy marketplace



Eastern Connecticut State University Fine Arts Instructional Center in Willimantic, designed by S/L/A/M Collaborative.

Engineering Firm

BETA Group, Inc.

1010 Wethersfield Ave., Hartford
www.beta-inc.com

Top Executive: Najib O. Habesch, senior vice president

At BETA, "Engineering Success Together" is more than a tagline. Our integrated team works together to provide smart solutions that improve communities. BETA's multi-disciplinary approach offers civil, structural, environmental and traffic engineering; landscape architectural and urban design; storm-water and environmental solutions; and GIS and asset management all under one roof.

Honorable mentions: BVH Integrated Services, Fuss & O'Neill

IT Services

The Technology Group LLC

280 Trumbull St. 24th floor, Hartford
www.thetechnologygroup.com

Top Executive: Mark R. Torello, CEO

What makes us unique is our approach to service. Clients get a dedicated team that does not change. What clients don't get: Contracts that lock them in and sales people. Clients appreciate dealing directly with those active in their service. Responsiveness, security, stability and availability are a given with us.

Insurance Agency

Smith Brothers Insurance LLC

68 National Dr., Glastonbury
www.smithbrothersusa.com

Top Executive: Joseph B. Smith, president & CEO

Smith Brothers provides a level of service higher than insurance industry standards. Our Helping Others purpose drives us to act as a trusted risk advisor to clients, and give back within our communities. We help people move forward with a sense of security. We help people be sure.

Internet Services Provider

Comcast Business

222 New Park Dr., Berlin
www.comcast.com

Top Executive: Paul Savas, VP Comcast Business, Western New England

With speeds of up to 150 Mbps over cable and 10 Gbps over fiber, 24/7 support, advanced Business WiFi capabilities, and access to millions of Wi-Fi hotspots across the country, Comcast Business provides organizations of all sizes with internet options to support their constantly evolving needs.

Mobile Phone Service Provider

Verizon

20 Alexander Dr., Wallingford
www.verizonwireless.com

Top Executive: Lowell C. McAdam, CEO

Verizon makes it possible for people to stay in touch and businesses to connect with their customers. Verizon also brings technology and hands-on learning opportunities directly to kids who need it most. Verizon's goal is to inspire tomorrow's creators to use technology to build brighter futures for themselves, their families and the world.

Office Furniture Company

OFI

28 Garfield St., Newington
www.myofi.com

Top Executive: Rick Mills, president

OFI strives to help our customers and employees work happy and healthy. By creating innovative, adaptable and productive workspaces, we engage, excite and allow people to work to their fullest potential. We offer owners and the architect and design community the highest level of client and manufacturer support and products.

Printing Company

Marketing Solutions Unlimited LLC

109 Talcott Rd., West Hartford
www.msuprint.com

Top Executive: Heidi Buckley, president

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Public Relations Firm

Andrea Obston Marketing Communications

3 Regency Dr., Bloomfield
www.aomc.com

Top Executive: Andrea Obston, president

The firm builds, enhances and defends reputations that lead to business success. We work in partnership with our clients to maximize the impact of their marketing dollars. The firm mobilizes traditional, web-based and social media as tools in brand development, public and media relations and crisis communications. The firm has developed a unique niche in crisis communications.

Signage Company

Sign Pro Inc.

60 Westfield Dr., Plantsville
www.signpro-usa.com

Top Executive: Pete Rappoccio, president

At Sign Pro, we exceed our clients' expectations! With more than 25 years of

experience in signs, our team is committed to producing the highest quality signage while providing excellent service. We're proud to serve local businesses, regional sign partnerships and national signage programs throughout the United States and Canada.

Video Production Company

VSI Media

786 West Queen St., Southington
www.vsimedia.com

Top Executive: David N. Webster, CEO

Our award-winning team provides multi-lingual content creation ranging from scripting, shooting and editing through to program mastering, captioning and distribution services, all from within one facility. Services include pre/post production, music scoring, 3D animation, language translation, subtitling, transcription as well as extensive film and video restoration, transfer and archival services.

Web Design Company

ImageWorks LLC

7 Keynote Dr., Suite A, Vernon
www.imageworksllc.com

Top Executive: Rebecca Cohen, president

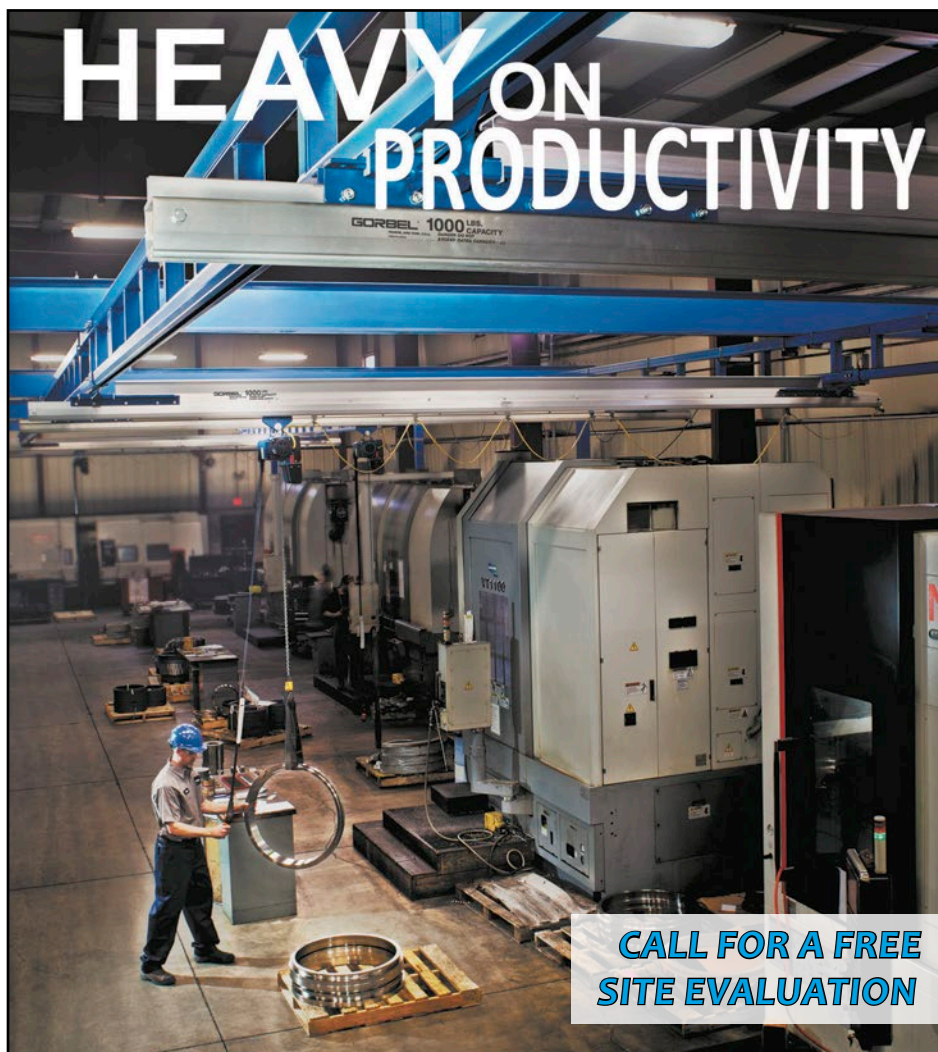


The employees of Sign Pro Inc. in Plantsville.

Solving internet marketing problems for nearly 20 years affords us exponentially more experience than many of our competitors. The fact that we offer many solutions instead of a single platform allows us to find the best possible solutions for clients specific

problems. We are NOT a one-size-fits-all solution, so there is never a square peg and round hole issue.

Honorable mention: ZAG Interactive



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EDUCATION

Continuing Education Program

Manchester Community College

Great Path, Manchester
www.manchestercc.edu

Top Executive: Gena Glickman, president
 Manchester Community College is focused on Connecticut's workforce needs, offering an impressive range of programs for high school graduates and adult learners. MCC also provides custom training for business and industry, municipalities and non-profits, and a wide range of non-credit professional development and personal enrichment courses for people of all ages.

MBA Program

UConn School of Business

100 Constitution Plaza, Hartford
www.business.uconn.edu

Top Executive: John A. Elliott, dean
 Established in 1941, the UConn School of Business is a globally recognized leader in management education and research, offering bachelor's, MBA, specialty master's (accounting, business analytics &

project management, financial risk management, and human resources) and doctorate degrees, as well as customized executive education, consulting and community outreach.

FINANCIAL SERVICES

Bank for Business

Webster Bank

145 Bank St., Waterbury
www.websteronline.com

Top Executive: James C. Smith, chairman & CEO

Founded in 1935, Webster is now a leading regional bank, offering a full range of financial services. However, our core values remain unchanged — acting with responsibility, respect, ethical behavior, citizenship and teamwork. "The Webster Way" brings us together, sets us apart, and creates an unshakeable core that is unique to Webster.

Business Lender

Webster Bank

145 Bank St., Waterbury
www.websteronline.com



A Webster Bank location at Hartford City Place II.

Top Executive: James C. Smith, chairman & CEO

Founded in 1935, Webster is now a leading regional bank, offering a full range of financial services. However, our core values remain unchanged — acting with responsibility, respect, ethical behavior, citizenship and teamwork. "The Webster Way" brings us together, sets us apart, and creates an unshakeable core that is unique to Webster.

Honorable mention: Farmington Bank

Accounting Firm

Whittlesey & Hadley PC

280 Trumbull St., 24th Floor, Hartford
www.whcpa.com

Top Executive: Drew G. Andrews, managing partner

Whittlesey and Hadley is a nationally recognized accounting firm rooted in Connecticut and Massachusetts. Since 1961, we have been providing our clients with audit, tax and business advisory services. Our clients achieve their goals because we deliver superior service and game changing competitive insights.

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Webster Bank

145 Bank St., Waterbury
www.websteronline.com

Top Executive: James C. Smith, chairman & CEO

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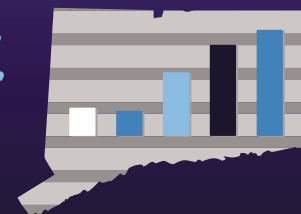
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Employees of Fiduciary Investment Advisors gather during the firm's annual community service day.

Credit Union

American Eagle Financial Credit Union

417 Main St., East Hartford
www.americaneagle.org

Top Executive: Dean Marchessault, president & CEO

American Eagle FCU has been helping members for over 80 years and is currently the largest community credit union in Connecticut.

Financial Planning Services

Retirement Visions LLC

433 South Main St. #110, West Hartford
www.allset2retire.com

Top Executive: Jay L. Gershman, founder

While other advisors have focused solely on investments, we have focused on comprehensive planning and helping clients live fulfilled lives. As advisors to retirement plans, we bring the same passion for planning to employees to help them understand where they are now and motivate them to be "all set to retire."

Private Wealth Management

Fiduciary Investment Advisors

100 Northfield Dr., Windsor
www.fiallc.com

Top Executive: Mark Wetzel, president

FIA provides objective investment consultation and co-fiduciary services. At all times, we act with integrity, honesty, humility and respect. Our centralized office, fosters a culture of collaboration, which is the cornerstone of our approach. This approach helps to optimize investment outcomes, reduce costs, and provide critical process documentation to establish "the fiduciary trail."

Honorable mention: Connecticut Wealth Management LLC

HEALTH CARE

Dental Practice

Dental Associates of Farmington

291 Farmington Ave., Farmington
www.dasmile.com

Top Executive: Dr. Thomas Mensi

Dental Associates is unique. The practice

values its patient relationships, and makes it a priority to deliver the gentle, compassionate care that its patients deserve. It is a practice that can comfortably cater to all dental needs in one location. The result is comfortable, convenient dentistry of the highest quality.



An overhead view of the Hartford Hospital campus.

Hospital/Medical Center

Hartford Hospital

80 Seymour St., Hartford
www.hartfordhospital.org

Top Executive: Dr. Stuart Markowitz, president

Hartford Hospital, founded in 1854, is one of the largest teaching hospitals and tertiary care centers in New England with perhaps the region's busiest surgery practice, and has been training physicians for more than 160 years. At Hartford Hospital, our patients are connected to more specialists, advanced technologies and innovative procedures.

Honorable mention: St. Francis Hospital

Oncology Practice

Connecticut Children's — Center for Cancer and Blood Disorders

282 Washington St., Hartford
www.connecticutchildrens.org

Top Executive: James E. Shmerling, president & CEO

Connecticut Children's Center for Cancer and Blood Disorders encompasses a multi-disciplinary team of expert physicians, nurse practitioners, nurses and support staff who specialize in pediatric hematology and

oncology care. The center is paving the way for new, state-of-the-art treatments, providing patients access to life-saving clinical trials.

Orthopedic & Sports Medicine Practice

Orthopedic Associates of Hartford

85 Seymour St., Hartford
www.oahct.com

Top Executive: Timothy Taylor, CEO

Orthopedic Associates of Hartford PC was established in 1970. Our physicians specialize in orthopedic surgery, including the diagnosis and treatment of diseases and injuries of the bones, muscles, tendons, nerves and ligaments in adults and children.

LEGAL

Law Firm

Brown, Paindiris & Scott

2252 Main St., Glastonbury
www.bpslawyers.com

Top Executive: Nicolas Paindiris, managing partner

Our firm's team of attorneys brings a depth of skill and experience that allows us to offer our clients truly comprehensive and zealous representation. We are committed to helping our clients protect their interests in all situations, from personal injury to criminal defense and business law to divorce.

Business Law Firm

Udike, Kelly & Spellacy

100 Pearl St., 17th Floor, Hartford
www.uks.com

Top Executive: John F. Wolter, managing partner

Udike, Kelly & Spellacy PC is a major Connecticut law firm with offices in Hartford, New Haven, East Haven, Middletown and Storrs. Our comprehensive legal and public affairs services place us at the center of law, business and politics in Connecticut.

Labor & Employment Law Firm

Shipman & Goodwin

One Constitution Plaza, Hartford
www.shipmangoodwin.com

Top Executive: Alan E. Lieberman, managing partner

Shipman & Goodwin has served employers' legal needs even before the passage of the National Labor Relations Act. From an initial focus on labor relations and collective bargaining, we have evolved into providing a full range of labor and employment services including preventive counseling, alternative dispute resolution and employment litigation.

Litigation Firm

Weinstein & Wisser PC

29 South Main St., Ste. 207, West Hartford
www.weinsteinandwisser.com

Top Executives: Richard Weinstein, Kerry

Wisser, Principal Partners

Weinstein & Wisser PC is a boutique litigation firm with more than 45 years experience practicing law that maintains a strong reputation in the legal community. As a result of the firm's extensive trial and appellate experience and successes in state and federal courts, much of their work results from referrals from other attorneys.

REAL ESTATE

Commercial Developer

Simon Konover

342 N. Main St., Ste. 200, West Hartford
www.simonkonover.com

Top Executive: James Wakim, president & CEO

The Simon Konover Co. is a fully integrated real estate organization nationally recognized as one of the premier real estate entities operating throughout the Midwest and Eastern United States. Established more than 50 years ago, The Simon Konover Company excels in real estate development, property acquisition, asset management, property management, construction, leasing and ownership.

Commercial Interior Design Firm

The S/L/A/M Collaborative

80 Glastonbury Blvd., Glastonbury
www.slammcoll.com

Top Executive: Robert F. Pulito, AIA

SLAM's architecture reaches beyond bricks, mortar, glass and steel to influence how people interact and change in the places we plan, design and build. We are organized to harness the power of diverse experts collaborating in novel ways to create buildings and environments that rock our clients' worlds.

Commercial Landscape Company

E.A. Quinn Landscape Contracting

240 Commerce St., Glastonbury
www.eaquinm.com

Top Executive: Ed Quinn, president & founder

E.A. Quinn Landscape Contracting is the premier provider of landscaping services in the state of Connecticut. Founded in 1984, E.A. Quinn's team of designers, master gardeners, stonemasons and licensed installers has the experience and knowhow to take on a wide variety of residential and commercial landscaping projects.

Commercial Real Estate Brokerage

Berkshire Hathaway New England — Commercial Group

860 No. Main St. Ext., Wallingford
www.bhhsneproperties.com

Top Executive: Candace Adams, CEO & president



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As part of the legendary Berkshire Hathaway family of companies, we have the depth, strength and brand power to market and sell any property. Our company is one of the largest in the Northeast, ensuring that properties reach a broad audience of real estate professionals and buyers.

Electrical Contractor

Venora Electric Inc.

71 West Dudleytown Rd., Bloomfield
www.venoraelectric.com

Top Executive: Tim Venora, president

We have been a family-owned and operated business since 1960. We pride ourselves on customer service, fair pricing and quality work. Our office staff and crew of electricians is second to none. We offer services for residential and commercial customers.

General Contractor

One Source Companies

101 North Plains Industrial Rd., Building 1B, Ste. 3, Wallingford
www.onesourcecompanies.com

Top Executive: Nicholas Lombardi, president

One Source is a full-service management company comprised of three divisions: maintenance, construction and real estate brokerage. From a single location to a portfolio of properties, we are well-equipped to handle all commercial property needs. We provide the systems, back office operations and expertise to support facilities across the Northeast.

Office Cleaning Company

Suburban Integrated Facilities Resources

37 Grassmere Ave., West Hartford
www.suburbanresources.com

Top Executive: Glenn A. Pratt, CEO

Suburban's integrated approach creates efficiencies, simplifies vendor management and brings customers the peace of mind that comes from working with a single, trusted provider. Our commitment to provide a healthy and clean work environment with the flexibility to meet stringent financial objectives separates us from the rest.

Plumber/HVAC Contractor

Aiello Home Services

600 Old County Cir., Windsor Locks
www.aiellohomeservices.com

Top Executive: Michael Jezouit, president

Aiello Home Services, a fourth generation family business, is one of the largest residential HVAC, plumbing and electrical companies in Connecticut. We guarantee 100 percent customer satisfaction through our trained, licensed team of professionals and take pride in giving back to the community through charity. Great experiences start with "Hello Aiello!"

Retirement Community

Duncaster

40 Loeffler Rd., Bloomfield
www.duncaster.org

Top Executive: Michael A. O'Brien, president & CEO

Duncaster, the Hartford area's first LifeCare community, is a boutique Life Plan Community that caters to those who are active and engaged in independent living. Residents have a role in governance and sit on the board. Duncaster also offers options for those seeking assisted living, memory care, long-term care and rehab services.

Waste Management

All Waste

143 Murphy Rd., Hartford
www.allwaste.com

Top Executive: Brian Hedstrom, sales manager

At All Waste Inc., providing superior customer service is our top priority and we make sure to promptly respond to customer questions and concerns. We take extra steps to educate the communities we service on recycling and provide a cleaner healthier community with the use of CNG-powered vehicles.

WORKFORCE

Executive Coaching

Business Success Tools

15 Country Club Dr., Manchester
www.businesssucceedstools.biz

Top Executive: Pam Butterfield, president

Clients work with me to grow their businesses. As a company grows, the rules change, requiring leaders to change. As an executive coach and business adviser for 25 years, I wear two hats. As business adviser, the focus is on technical aspects of a company. As executive coach, we focus on people factors.

Honorable mention: Lindsey Resources

Executive Search & Staffing Agency

Stewart Staffing Solutions & Recruitment Group

10 Columbus Blvd., 6th Floor, Hartford
www.stewartstaff.com

Top Executive: Earle Lerner, president

Strong relationship building, a very high level of client satisfaction, never taking shortcuts or skipping steps in our detailed search and placement process, combined with an ironclad commitment to always doing the right thing for all stakeholders within an ethics-based workplace culture is the guiding light and foundation for our work.

Employee Benefits Company

Advanced Benefit Strategies Inc.

30 Mill St., Unionville
www.abs125.com



Bartender Amanda Wilkie and Mug Clubber Brian Choquette at City Steam in Hartford.

Top Executive: Stephen J. Repka II, president

Since 1993, ABS has delivered hassle-free third-party administration of pre-tax employee benefits. Section 125, Transit & Parking, HSAs, HRAs and COBRA administration is what we do! Staying true to our hands-on service model, our staff goes above and beyond to make benefits administration easy for employers and their employees.

Health Insurance Provider (Two-way tie)



Cigna President and CEO David Cordani joins employees at the annual Spinathon for Babies fundraiser in the Wilde Building cafeteria, to benefit the March of Dimes.

Cigna

900 Cottage Grove Rd., Bloomfield
www.cigna.com

Top Executive: David Cordani, president & CEO

Cigna is a global health service company that's passionate about preventive care and health improvement. It connects individuals to personalized, affordable care, and through its operating subsidiaries offers integrated benefits, such as medical, dental, behavioral health, pharmacy and vision plans, plus supplemental benefits and group life, accident and disability insurance.

ConnectiCare

175 Scott Swamp Rd., Farmington
www.connecticare.com

Top Executive: Michael Wise, president & CEO

Thirty-five years ago we were founded by local doctors and we've been serving our

neighbors ever since. Connecticut is our home and there's no place we would rather be. We make it easy for our members to get the care they need and now they can visit us in our new Manchester center.

FOOD & BEVERAGE

Business Bar

Max Downtown

185 Asylum St., Hartford
www.maxdowntown.com

Top Executive: Steven Abrams, managing partner

If ever there were a showplace for dining in Hartford, it is Max Downtown. Situated as the centerpiece of Hartford's downtown business center, it has been guided to pre-eminence by owners Richard Rosenthal and Steve Abrams. Providing outstanding dining, service and atmosphere, Max Downtown offers a trend-setting atmosphere and award-winning cuisine.

After Hours Cocktails

Rooftop 120

120 Hebron Ave., Glastonbury
www.rooftop120.com

Top Executive: Evan Schwartz, owner

Rooftop 120 is New England's largest four season rooftop, bringing a unique and trendy atmosphere to Hartford County. Rooftop 120 features a romantic casual fine dining experience, in addition to its signature year round rooftop and outdoor patio with stunning views.

Happy Hour

City Steam Brewery

942 Main St., Hartford
www.citysteam.biz

Top Executive: James DuMond, owner

City Steam stands out among other downtown Hartford restaurants because we started off as a small brew pub 20 years ago, and now we are thriving in bars all across New England. We are an active part of the downtown community, opening early for an event at the convention center or a UConn game at the XL Center.



HARTFORD BUSINESS JOURNAL **BOB** 2016 Best of Business Awards

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PHOTO | SEASONS RESTAURANT

general manager

Chef Jim Junkins creates a fresh, seasonal-oriented menu that incorporates the freshest ingredients in Season's Restaurant — one of Avon's most popular restaurants. Enjoy dining in the main dining room with its panoramic views overlooking Talcott Mountain. Every time you dine with us it is a new gourmet experience.

New Restaurant (Open 1 year or less)

Bin228 Gastropub

63 Hebron Ave., Glastonbury
www.thebin228.com

Top Executive: Alicia Roncari, owner

Bin228 Gastropub opened on Hebron Avenue in Glastonbury in 2016. It builds on the success of Bin228, a longtime staple of the downtown Hartford restaurant scene.

Outdoor Dining Restaurant Bricco

78 Lasalle Rd., West Hartford
www.billgrant.com/bricco

Top Executive: Billy Grant, owner

As Zagat notes, Bricco is a "rustic yet upscale" restaurant offering its patrons Italian cuisine, including artisanal pizzas and an extensive wine list.

Hotel Dining

Seasons Restaurant at Avon Old Farms Hotel

279 Avon Mountain Rd., Avon
www.seasonsrestaurantavon.com

Top Executive: Jeffrey Hoess-Brooks,

Overall Restaurant

J. Gilberts Wood-Fired Steak & Seafood

185 Glastonbury Blvd., Glastonbury
www.jgilberts.com

Top Executive: Adam Paine, managing partner

We promise our guests that they can trust J. Gilbert's for an experience that delivers honest food and quality ingredients and upscale service every time.

Honorable mention: Salute

Power Breakfast

Victoria Café

520 High Rd., Berlin

Breakfast and lunch served daily in a family-friendly environment.

Power Lunch

Max Downtown

185 Asylum Street, Hartford
www.maxdowntown.com

Top Executive: Steven Abrams, managing partner

If ever there were a showplace for dining in Hartford, it is Max Downtown. Situated as the centerpiece of Hartford's downtown

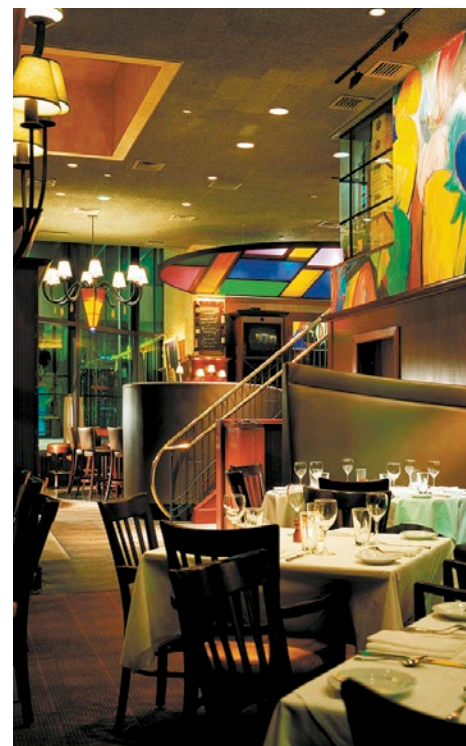


PHOTO | MAX DOWNTOWN

The interior décor of Max Downtown.

business center, it has been guided to pre-eminence by owners Richard Rosenthal and Steve Abrams. Providing outstanding dining, service and atmosphere, Max Downtown offers a trend-setting atmosphere and award-winning cuisine.

SLAM

Many thanks to all our clients who have contributed to our success in being recognized as a **Best of Business** honoree for **architecture and commercial interior design!**



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would like to thank the greater Hartford business and legal community for their confidence in our legal representation and counsel that we have been honored to provide to clients for the past several decades.

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Restaurant for Entertaining Clients

Max Downtown

185 Asylum Street, Hartford
www.maxdowntown.com

Top Executive: Steven Abrams, managing partner

If ever there were a showplace for dining in Hartford, it is Max Downtown. Situated as the centerpiece of Hartford's downtown business center, it has been guided to pre-eminence by owners Richard Rosenthal and Steve Abrams. Providing outstanding dining, service and atmosphere, Max Downtown offers a trend-setting atmosphere and award-winning cuisine.

Wine List

Vinted Wine Bar & Kitchen

63 Memorial Rd., West Hartford
www.vintedwinebar.com

Top Executive: Gary Evangelista, general manager

Vinted Wine Bar and Kitchen Features over 60 different glasses of wine, and specializes in small plates, tapas, meat and cheese plates, elegant dishes.

MEETINGS & EVENTS

Audio/Visual Production Company

L&R Productions LLC

P.O. Box 402, Glastonbury
www.landrproductions.com

Top Executive: Tommy Russo, owner/producer

L&R takes pride in delivering top notch AV production to every client we have the privilege to serve. Our creative approach is always unique and we hire the best talent available to make sure the quality of our commercials stand out on the airwaves. From TV, Radio & Video Production to the best jingles on the air, you can always count on L&R.



The exhibit hall at the Connecticut Convention Center.

Business Meeting Venue

Connecticut Convention Center

100 Columbus Blvd., Hartford
www.ctconventions.com

Top Executive: Mike Costelli, general manager

Limitlessly functional and endlessly customizable, the Connecticut Convention Center combines ample meeting space with visually stunning touches creating the ideal backdrop for every event — from intimate upscale gatherings to large trade shows and conventions.

Caterer for Corporate Event

The Kitchen

559 Broad St., Hartford
www.billingsforgeworks.org/our-cafes-and-catering

Top Executive: Becky McGuigan, executive chef

Our farm-to-table food is good — our mission is greater! When you use our catering, you help underwrite our on-the-job culinary training. We teach Hartford residents skills that allow them to support themselves. As our customer, you join a community of support at our Kitchen cafes.

Corporate Event Venue

Connecticut Convention Center

100 Columbus Blvd., Hartford
www.ctconventions.com

Top Executive: Mike Costelli, general manager

Limitlessly functional and endlessly customizable, the Connecticut Convention Center combines ample meeting space with visually stunning touches creating the ideal backdrop for every event — from intimate upscale gatherings to large trade shows and conventions.

Honorable mention: The Society Room

Country Club

Hartford Golf Club

134 Norwood Rd., West Hartford
www.hartfordgolfclub.com

Top Executive: Brian Higgins, general manager

With its proud history spanning more than 100 years, the Hartford Golf Club holds the distinction of being the oldest club in the area devoted to the game of golf. Our members enjoy 27 superbly-conditioned golf holes. No other course offers so many distinct layouts within a single course

Employee Outing Venue

Winding Trails

50 Winding Trails, Farmington
www.windingtrails.org

Top Executive: Scott Brown, executive director

Our beautiful park of pristine woodlands, water and wildlife offers the perfect backdrop for a group outing. Winding Trails is the ideal place for company picnics, family reunions, birthday parties or wedding receptions. Your day will be filled with recreational enjoyment for young and old alike.

Nonprofit Fundraiser

HYPE Tee it Up for Charity

31 Pratt Street 5th Floor, Hartford
www.hypehartford.com

Top Executive: Kim Lundy, executive director

An initiative of the MetroHartford Alliance, HYPE (Hartford Young Professionals & Entrepreneurs) works with young professionals to better engage them in community life, expand professional and social opportunities, and become ambassadors for the Hartford region.

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Participants in the HYPE Tee It Up for Charity.

PHOTO | HYPE

Hoffman Lexus values our customers, whom we have built and maintained relationships, some for decades. It is their voice that demonstrates our commitment to excellence. Attention to detail and high service standards ensure customers receive the finest experience. Our commitment extends to the local community as we give back in time and money.

Fitness Facility

Body Construct LLC

1 Hartford Sq., New Britain
www.bodyconstructfit.com

Top Executive: Lori-Ann Marchese, owner
Lori-Ann designed a fitness facility that has 100 percent focus on the needs of all women's bodies. Our programs are created to challenge a woman's body in a highly motivating and comfortable environment. For those looking for a personal trainer but can't afford spending thousands of dollars, Body Construct will give you that personalized experience with group training at an affordable cost.

Honorable mention: Healthtrax
Glastonbury

Private Golf Course

TPC River Highlands

1 Golf Club Rd., Cromwell
www.tpc.com/riverhighlands
Top Executive: David Corrado, general manager & director of golf

TPC River Highlands is Connecticut's only PGA TOUR property and home to the Travelers Championship. A private, members-only facility, TPC River Highlands boasts a championship golf course and a world class, 23-acre practice facility among other amenities.

Public Golf Course

Rockledge Golf Club

289 South Main St., West Hartford
www.golfrockledge.com
Top Executive: Helen Rubino

Rockledge Golf Club is located right off of Interstate 84, five minutes from downtown Hartford. We pride ourselves with great course conditions, friendly customer service and fine dining. Our staff is involved with many growth-of-the-game programs throughout the year, including juniors, men's & women's events and outside tournaments.

Promotional Products Company

The Perfect Promotion

801 Farmington Ave., West Hartford
www.theperfectpromotion.net
Top Executive: Jody Ferrer, president & CEO

The Perfect Promotion specializes in Increasing brand visibility through the strategic use of promotional products. Our process is simple: we listen, we consult, we make it happen. We are fast, we are thorough, we are creative. We aim for 100% client satisfaction every time.

Sports & Events Venue

XL Center

One Civic Center Plaza, Hartford
www.xlcenter.com
Top Executive: Chris Lawrence, general manager

Rich in history and centrally located in the heart of Connecticut, the XL Center is the premier sports and entertainment destination in the region.

Tourist Attraction

The Mark Twain House & Museum

351 Farmington Ave., Hartford
www.marktwainhouse.org
Top Executive: Cindy Lovell, executive director

The Mark Twain House & Museum has restored the author's Hartford home (a National Historic Landmark), where his family lived from 1874 to 1891 and where Twain wrote his most important works. The museum offers tours of Twain's home and programs that illuminate his literary legacy, life and times.

Honorable mention: Connecticut Science Center

PERSONAL PERKS

Luxury Auto Dealer

Hoffman Lexus

750 Connecticut Blvd., East Hartford
www.hoffmanlexus.com
Top Executive: Jeffrey S. Hoffman and I. Bradley Hoffman, co-chairmen



Hartford Marriott Downtown.

PHOTO | MARRIOTT

Hotel

Hartford Marriott Downtown

200 Columbus Blvd., Hartford
www.hartfordmarriott.com
Top Executive: Duane Schroder, general manager

The Hartford Marriott Downtown is the area's premier convention hotel. Located in Hartford's vibrant Front Street District, interconnected to the Connecticut Convention Center and across the street from the Connecticut Science Center, our upscale hotel offers every service and amenity for business and leisure travelers alike.

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We are looking for eight
REMARKABLE BUSINESS WOMEN
in Greater Hartford!

This Spring, the Hartford Business Journal will recognize the achievements of 8 remarkable women who are making their mark in Greater Hartford. These women are senior-level executives, CEOs and/or entrepreneurs who have mastered their business.

These are remarkable, noteworthy women who are admired in the business community.

The celebration will include an awards luncheon on May 10th to honor the 8 Remarkable Women.

Winners will be announced in a special issue of the Hartford Business Journal on April 3, 2017.



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Nominations close: February 7, 2017

Issue Date: April 3, 2017

Event Date: May, 2017

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Martha Thomas, Anastazia Correa, Mary McDonald and Nichole Currie at Baribault Jewelers.

Jeweler (Two-way tie)

Baribault Jewelers

81 Rankin Rd., Glastonbury
www.baribaultjewelers.com

Top Executive: Lewis Baribault Jr.,
 Christina Baribault-Ortiz, Lewis Baribault
 III, Raeann Baribault Schwartz, partners

We strive to listen and understand your needs so that every jewelry purchase can become the perfect commemoration of love and life's celebrations. As a customer, you will be invited into our space and be treated with genuine respect and a welcoming spirit. We pride ourselves on providing customer service that stands out among any retail store.

Lux Bond & Green

46 LaSalle Rd., West Hartford
www.lbgreen.com

Top Executive: John A. Green,
 President/CEO

Lux Bond & Green Jewelers is proud to be New England's family-owned luxury retailer. Giving back to their communities is

a trademark of the Green family where quality, value and exceptional services have been the core values since 1898 for beautiful diamonds, jewelry, watches and gifts.

Mall/Shopping Center

Westfarms

500 Westfarms Mall, Farmington
www.shopwestfarms.com

Top Executive: Kevin Keenan,
 general manager

Westfarms is the premier shopping center of central Connecticut with more than 160 stylish retailers and restaurants, featuring retailers including Nordstrom, Luis Vuitton, Tiffany & Co., The North Face, Tory Burch, Michael Kors, Lululemon Athletica, Apple, Anthropologie, Athleta, Free People, Hanna Andersson, Kiehl's, Lush, Microsoft, True Religion Brand Jeans, Urban Outfitters and more.



Westfarms Mall, located in Farmington.

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PHOTO | LINDSEY LIMOUSINE

Michael Lindsey, president & CEO of Lindsey Limousine.

Men's Business Clothier

Morneault's Stackpole Moore Tryon

242 Trumbull St., Hartford

www.stackpolemooretryon.com

Top Executive: Ronald Morneault, chairman

When Ronald and Jody Morneault purchased Stackpole Moore Tryon in 2007, they had successfully established a reputation for the very highest quality fashionable men's and women's apparel in the state with their store called Tuesday's. The culture of both stores merged and occupy 10,000 square feet in downtown Hartford, creating a unique merchandising mix not found elsewhere.

Limousine Company

Lindsey Limousine

200 Addison Rd., Windsor

www.lindseylimo.com

Top Executive: Michael Lindsey, president & CEO

Lindsey Limousine's reputation was built on award-winning service, and the attention we give to every reservation. For more than 27 years, Lindsey has been the choice for CEOs, business executives and celebrities. No matter what the occasion, we offer a variety of services to meet your every need.

Private Flight Service

Signature Flight Support

100 Signature Way, East Granby

www.signatureflight.com

Top Executive: James Edwards, general manager

Signature Flight Support offers consistent, exceptional service as well as line support that's expert, safe and ready on the ramp. Our facilities are clean, comfortable and well-furnished. Our service professionals go the extra mile for your passengers and crew.

Spa/Salon

Pure Skin

31 Libert St., Ste. 110, Southington

www.ctskin.com

Top Executive: Jennifer Young & Jenna Denorfia, co-owners

We enhance beauty by staying above the standard of medical spas by participating actively in continuing education and learning the latest techniques. We value each and every customer and provide them with the best and safest outcomes. Pure Skin is an overall experience from the moment you walk in the door.

Women's Business Clothier

Talbots

550 West Farms Mall, Farmington

www.talbots.com

Top Executive: Lizanne Kindler, CEO

Established in 1947, Talbots is a leading specialty retailer and direct marketer of women's classic clothing, shoes and fashion accessories.



Recent Awards Include:

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2017 EVENT SPONSORSHIP CALENDAR



Nomination deadline:
10/14/2016
Ad closing date:
11/30/16
Issue date:
12/12/16
Event date:
January 26, 2017



Event date:
July, 2017



Event date:
February, 2017

Registration deadline:
10/7/2016
Ad closing date:
2/8/2017
Issue date:
2/20/2017



Event date:
August, 2017

Nomination deadline:
4/4/2017
Ad closing date:
5/17/2017
Issue date:
5/29/2017



Event date:
March, 2017

Special Recap in HBJ issue:
3/20/2017

Ad closing date:
3/8/2017



Event date:
August, 2017

Nomination deadline:
5/9/2017
Ad closing date:
7/5/2017
Issue date:
7/17/2017



Event date:
May, 2017

Nomination deadline:
2/7/2017
Ad closing date:
3/22/2017
Issue date:
4/3/2017



Event date:
September, 2017

Ad closing date:
9/4/2017
Issue date:
9/25/17



Event date:
June 8, 2017

Nomination deadline:
3/10/2017
Ad closing date:
6/7/2017
Issue date:
6/19/2017



Event date:
October, 2017

Nomination deadline:
8/22/2017
Ad closing date:
10/18/2017
Issue date:
10/30/2017



Event date:
June 8, 2017

Advertising begins:
11/1/2016
Exhibitor Training & Planning Session:
April, 2017



Event date:
November, 2017

Nomination deadline:
9/13/2017
Ad closing date:
11/15/2017
Issue date:
11/27/2017



Event date:
June 8, 2017

Nomination deadline:
3/28/2017
Ad closing date:
5/31/2017
Issue date:
6/12/2017



Event date:
December, 2017

Nomination deadline:
10/10/2017
Ad closing date:
11/29/2017
Issue date:
12/11/2017

EDITORIAL

Water-discount reversal adds to anti-business sentiment

Evidence of Connecticut's poor business climate was on full display again last week. The latest purveyor of bad policymaking was the Metropolitan District Commission, which unanimously voted Dec. 5 to rescind a high-volume water-user discount that Niagara Bottling Co. was expected to leverage once it completes its \$73 million Bloomfield bottling plant early next year.

It was only a year ago that MDC adopted the policy, which gave discounts to companies that use significant water (more than 500,000 gallons daily) or create lots of wastewater (more than 500,000 gallons daily). The policy was created around the same time California-based Niagara Bottling was moving forward with plans to build the bottling plant, which could use up to 1.8 million gallons a day to fill its bottled-water products that will be sold around the country.

The policy would have saved Niagara up to \$1.8 million annually, a number company officials no doubt were counting on when they negotiated to build their Bloomfield facility, which will employ 120 workers, adding much needed jobs in a flailing Connecticut economy.

If there is anything businesses clamor for, it's economic certainty, particularly in tax and regulatory policy, and MDC's decision to rescind its water-user discount, just as the Bloomfield bottling plant is getting ready to come online, simply adds to Connecticut's reputation as a poor place to do business.

MDC caved to pressures from local residents and advocacy groups, which raised objections to public water being sold to a private business at a discounted rate, particularly at a time when Connecticut faces drought conditions that have forced water utilities around the state to ask customers to conserve water.

To be clear, we aren't necessarily blaming opponents of the bottling plant for this ordeal. They've raised some legitimate concerns over the past year, including objections over the lack of transparency with how this bottling-plant deal was negotiated.

That has put officials from the town of Bloomfield, which offered Niagara tax breaks to build its facility, and MDC, which crafted the water discount, on the proverbial hot seat — and rightly so — for months.

We also understand fears about selling local water at a time when 44 percent of the state is experiencing "extreme" drought conditions, which led Gov. Dannel P. Malloy and other state officials in October to ask residents to conserve water by taking shorter showers and doing fewer loads of laundry.

It appears, however, MDC has adequate water supply. Throughout this process, MDC defended its discount and decision to sell water to Niagara, arguing it has plenty of capacity and that the deal will bring in new revenues that could help lower customers' bills. According to Niagara, at its peak, the plant will use only 2.8 percent of MDC's daily supply of about 77.1 million gallons. Right now, the actual average daily usage is around 48 million gallons, down significantly from historic levels.

Regardless, MDC adopted the water-use discount knowing Niagara would take advantage of it, and has now pulled the carpet out from under the company's feet, months before it opens for business.

According to published reports, Niagara officials said they won't oppose the change, but it still sends the wrong message to the business community, mainly that it can't trust government or quasi-public agencies to keep their word.

Changing the rules midstream is bad policy, and we urge MDC — and all arms of government — to be more transparent in its future dealings to avoid such reversals. ■

► **If there is anything businesses clamor for, it's economic certainty, particularly in tax and regulatory policy.**

OTHER VOICES

Clearing channels to unlock CT's promising maritime future

By Joe Courtney

Eastern Connecticut's economy has always been closely linked with open access to the sea. A vast array of economic activities in our region, ranging from recreational boating to commercial maritime transportation, shipbuilding, the Coast Guard Academy, and the Naval Submarine Base in Groton all rely on transit to and from Long Island Sound. This vital access to the sea requires regular dredging of shipping channels and navigable waterways to sustain passable access to our ports.



Joe Courtney

Without dredging, natural sediments flowing down from Connecticut's many rivers would slowly build up and begin to choke the conduits on which seafaring traffic relies. Dredging operations have been and will continue to be an integral part of our maritime economy and the tens of thousands of jobs that it supports.

Over the past decade, the Long Island Sound region has been confronting a generational shift as older federal regulations that administered the disposal of dredged materials for Connecticut, Rhode Island and New York began to expire. Just at the moment that

our economy was beginning to pick up in eastern Connecticut with new work at Electric Boat and growth in other businesses reliant on the sea, our ability to regularly dredge our waterways in a cost-effective way was put at risk.

Starting in 2011, the two main dredging disposal sites near New London were set to permanently close without any other nearby options for disposing of material. This would have been a calamity for our entire region as smaller marinas would have struggled to afford dredging and larger ports would have been forced to pay exorbitant fees to ship materials to far off disposal sites while increasing carbon emissions.

At that time, I worked successfully in Congress to enact extensions to keep those dredging sites open for five additional years so that a long-term solution could be put in place. During that hiatus, my office worked closely with federal agencies, including the U.S. Army Corp of Engineers and the Environmental Protection Agency (EPA), to craft new rules to responsibly manage the disposal of dredged materials for the next generation. Stakeholders on both sides of the Sound, from the public and private sectors, were included in that process to achieve the widest possible consensus.

Earlier this year, the EPA began releasing

plans to establish three new disposal sites in Long Island Sound that should meet the region's dredging needs for the next 30 years. The final of the three sites, the new Eastern Long Island Sound Dredging Disposal Site, was announced a month ago. This eagerly awaited action follows years of intense environmental reviews and robust public engagement over the future of dredging in our region.

The final plan represents a new and innovative approach to dredging that balances many of the concerns raised in public hearings and thousands of written comments. For example, in order to significantly reduce the impact on the Sound, the new plan strictly prioritizes whenever possible the use of land-based disposal options for dredged material, such as beach nourishment, before turning to open water disposal. In addition, a new "regional dredging team," consisting of representatives from federal, state and private interests throughout our region will review each dredging project for alternative disposal options.

The new plans require that any material destined for open water disposal pass a rigorous review process to make sure it does not contain any harmful toxins that could damage the frag-

ile marine ecosystem. The open water site will then be closely monitored after materials are placed to ensure that there are no adverse changes occurring within the local ecosystem.

Other important considerations were also taken into account, such as making sure that the new disposal site

would not obstruct naval operations connected to the submarine base. The final plan moved the eastern site to avoid obstructing the route used by naval submarines while traveling to and from the Port of New London.

In just the past few weeks, we have seen important developments that underscore the need for this site, such as the groundbreaking for New England Central Rail upgrades that will greatly increase the freight capacity in the Port of New London. The Navy also committed over \$5 million to plan and design a major pier replacement at the submarine base. Both of these projects will require significant new dredging operations, and neither would have been feasible without cost-effective dredging disposal.

The new EPA plan is not just a rubber stamp of past practices. It provides a stable, environmentally sustainable path for the Long Island Sound and its economic stakeholders over the next 30 years. The pending final designation of these dredging disposal sites by the EPA could not come at a more opportune time for our region. ■

Rep. Joe Courtney, a Democrat, is the representative for Connecticut's second congressional district, covering the eastern half of Connecticut. He recently won election to a sixth term.

HARTFORDBUSINESS.COM POLL

Is your company having a holiday party?

- ☐ Yes
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Last week's poll results:

What should CT do with the XL Center?

25.6% Rebuild for \$500M

53.5% Renovate for \$250M

20.9% No more investment

TALKING POINTS

Why doing a good job won't get you anywhere

By John Graham

If you think doing a good job is what it takes to get to the head of the pack, you're naïve, confused, delusional or all three. Take your pick.

And here's why. Doing a good job is the starting point, the baseline. It's what's expected. There are plenty of people doing a good, even a great job. But they're dead in the water. They aren't going anywhere, other than out the door in the next restructuring.

Tough words, but they don't need to be the last words. Here's what to do:

1. Drop the idea that doing a good job is good enough.

2. Next, stop dwelling on what your company should do for you. It will only make you angry, resentful and useless.

3. Now that you're rid of the junk that's in your way, focus on getting to the head of the pack.

4. Develop a skillset for solving problems, where you will get attention.

Skill 1. Make stuff make sense. Very little of what passes as communication in

business — emails, letters, memos, reports, webpages, proposals, ads or presentations — makes sense to those who can benefit from their message. Or, to put it bluntly, very few people make sense even with 140 characters.

What causes this incredible communication failure that ends in massive misunderstanding, wastes time and money, crushes productivity, and drives customers bonkers?

The answer is that most messaging starts with everyone asking, "Will what I'm saying pass the boss test?" And it doesn't take long to learn what's acceptable and what isn't. When people think and write this way, what comes out is gobbledygook, mealy-mouthed nonsense.

Now, the good news. If you rid your mind of what's acceptable, you can make sense to your audience by moving the focus to them — whether they're co-workers, vendors, or those you want to do business with. Picture these people looking over your shoulder. Ask yourself what they want to hear.

Skill 2. Get out of yourself. Is this really a skill? You bet it is, although most people don't see it that way. They think if they take the right classes, get the right degrees, and have the right experience, they're all set. They can do any or all of that, but it won't be enough to get to the head of the pack.

We beat up on Millennials for being too self-centered — obsessed with selfies and

constant texting. Besides, we value talking to each other when dining out. Maybe we're just jealous and feel left behind, overrun, and out of place with these 79 million young adults. Could it be that we're the ones who feel entitled and expect accommodation just because we've been in line longer?

We put the brakes on our future unless we get out of ourselves.

Skill 3. Let your mind run wild. Even though such an idea is a treasonable offense in some companies, it's the mental engine that stimulates thinking, fosters dialogue, and most of all drives creativity.

For example, letting the mind roam is the cure for "solution think," the disease that bedevils marketing and salespeople, in particular. Their programs are always firm and overflowing with unwavering certainty as to what customers want. And before long, they're gone.

What's helpful is contrarian thinking that challenges what "sounds good" and what others want to hear. If that had happened at Samsung, someone might have said, "The Note 7 isn't ready for market." Would the outcome be different if minds could have run wild?

Skill 4. Be a magnet for the tough jobs. Having spent decades taking on tough assignments across the world for AT&T, Randall Stephenson was chosen by CEO Edward Whitacre Jr., as his successor. "This one looks easy," Stephenson said to Whitacre, who replied,

"Why do you think I chose you?"

If you want to get to the head of the pack be a magnet for tough, problematic jobs that need fixing, those that others run and hide from. Companies want people who want to make a difference, a contribution, not those who mark the years and the days on their calendar.

Skill 5. Make yourself memorable. Doing a good job is like living in the shadows. You're just another invisible. To change that and start moving to the head of the pack, make yourself memorable.

That's what one couple learned about marketing and sales when looking for a second home. The first agent was enthusiastic and lined up a couple of showings quickly, but neither was of interest. Promising to get back to them with other properties, she went "offline."

They contacted another agent, who asked questions and sends them a weekly eBulletin featuring an in-depth description of only one property that's based on their profile. Not long ago, the husband asked his wife, "What was the name of that first agent?" Thinking for a moment, she said, "I don't remember."

Customers buy from those who make themselves memorable. ■

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. Contact him at jgraham@grahamcomm.com.



John Graham

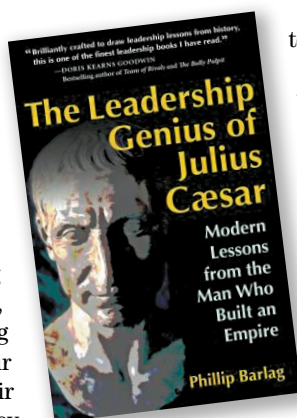
BIZ BOOKS

Understanding the leadership genius of Julius Caesar

"The Leadership Genius of Julius Caesar — Modern Lessons from the Man Who Built an Empire" by Phillip Barlag (Berrett-Koehler Publishers, \$24.95).

Most books written about Caesar were written by historians and focused on his accomplishments. Barlag delves into the "how" of the accomplishments by identifying his leadership skills — many of which are topics of today's business books. The major leadership lesson: Caesar used power, not force, to lead. He understood that power comes from the ability to motivate others by focusing on a common goal. In wartime, he lived that goal by marching beside his troops, eating in their mess hall and listening to their feedback, and talk of what they planned to do when the campaign ended. He called his troops comrades to remind them that he was one of them. They chose to follow him because they respected him and trusted him to keep his word.

At the Battle of Munda, his army was tired and wanted to rest before engaging the enemy again. Caesar drew his sword and raced up the hill alone — but not for long. His troops saw he was leading from the front, and raced after him. Putting his life on the line showed his commitment to victory. Leading from the front becomes critically important when



Jim Pawlak

tough decisions have to be made.

In times of peace, Caesar worked across the aisle and reminded political opponents that they were citizens of Rome and owed a responsibility to all Romans. He spoke of mutual benefit. This increased their interest in working with him.

We all know how it ended. His opponents became jealous as Caesar's popularity and power grew. They feared that, as emperor, he would resort to force to rule. They clearly didn't understand the man's motivation.

"Hard-Won Wisdom — True Stories from the Management Trenches" by Jathan Janove (AMACOM, \$17.95).

People problems and problem people are obstacles on productivity's path. Dealing with these issues often takes an inordinate amount of a manager's time and affects staff cohesion. Based upon Janove's stories, here are some of the ways management can save time (and face) and ensure people are on the same page:

► In times of peace, Caesar worked across the aisle and reminded political opponents that they were citizens of Rome and owed a responsibility to all Romans. He spoke of mutual benefit.

Use "star profiles" when selecting people for promotion. Think beyond the job description (i.e. the tasks) and focus on the core behaviors required to succeed in a position. Define success in four or five sentences for each position; your "star profile" should include the soft skills needed to work with others. Why? Approach to teamwork/team-building, willingness to listen and communications style heavily influence their ability to produce results.

Janove makes this point with the story of Morris, a former military officer, who excelled at his non-supervisory job. When the title of acting department supervisor was added, Morris relied on his military command-and-control background to manage his staff. Subordinates complained. Productivity and morale plummeted. When counseled by upper management and offered leadership training, Morris stuck to his guns. The blame wasn't all Morris'; management set him up to fail by not taking the soft skills required of

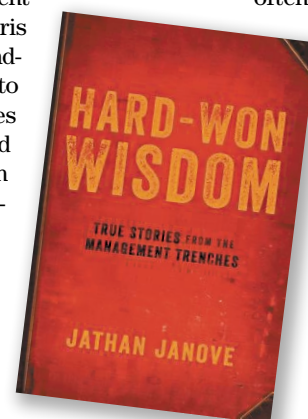
his new position into account.

"To end a feud, apply the 'Triple Two'" to deal with conflicts. Rather than stepping in as a manager, which may be viewed as taking sides, encourage the parties to answer three job-interaction questions that require two responses each: 1. "What are two things I should start doing?" 2. "What are two things I should stop doing?" What are two things I should continue to do?"

The Triple Two allows the parties to air their differences and discuss their perspectives in terms of job context. More often than not, the parties will see that finding a common ground will increase their productivity.

In addition to advice on employee selection and conflict resolution, Janove covers employee engagement, performance management, harassment/bullying and stopping problems before they start. ■

Jim Pawlak is a nationally syndicated book reviewer.



ACCOLADES & MORE



OF NOTE

FILOMENO & COMPANY CELEBRATES 50 YEARS IN BUSINESS

Filomeno & Company P.C. employees (shown above) recently celebrated five decades as a provider of assurance, tax, wealth management and consulting services during its 50th anniversary celebration at the New Britain Museum of American Art. West Hartford-based Filomeno & Company P.C. has been providing accounting and business advisory services to the Connecticut area since 1966.

...

SMITH BROTHERS RECEIVES 2016 PINNACLE AWARD

Medical malpractice insurer Coverys recently presented its Pinnacle Award for 2016 to Glastonbury-based Smith Brothers Insurance. The Pinnacle Award is one of the most coveted agency awards given in the medical professional industry. It is awarded to an agency that meets Coverys' high standards of excellence and demonstrates outstanding service to the insurance industry and healthcare community.

Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com.

UConn CELEBRATES 100 YEARS OF ENGINEERING



► The recent Gadget Guru's Gala — UConn Engineering's formal fundraising event to celebrate 100 years as a four-year program at the University of Connecticut — has helped the school fund 66 new scholarships. The event was attended by Gov. Dannel P. Malloy, where he emphasized the importance of engineering to the state of Connecticut. Pictured (from left) are: Malloy; UConn President Susan Herbst; and UConn Engineering Dean Kazem Kazerounian.

UNITED WAY VOLUNTEERS READ TO LOCAL CHILDREN



► United Way of Central and Northeastern Connecticut mobilized nearly 50 volunteers to be part of a global effort to read to children on Jumpstart's 11th annual Read for the Record Day. Volunteers included employees from Aetna, Comcast, Hartford Steam Boiler, Pratt & Whitney, CNA Insurance, Central Connecticut State University, Boys and Girls Club of New Britain, Brienza's Academic Advantage, IDI Billing Solutions, New Britain Museum of American Art, and United Way.

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